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DAN GELBER

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LAURA DOMINGUEZ

ALEX J. FERNANDEZ

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DAVID RICHARDSON

KRISTEN ROSEN GONZALEZ

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ALINA T. HUDAK

CITY ATTORNEY
RAFAEL PAZ

CITY CLERK RAFAEL GRANADO

INSPECTOR GENERAL

JOSEPH M. CENTORINO

MIAMIBEACH

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KYLE TEIJEIRO

SENIOR MANAGEMENT & BUDGET ANALYSTS

ISADORA GONZALEZ
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GOVERNMENT FINANCE OFFICERS ASSOCIATION

Distinguished Budget Presentation Award

PRESENTED TO

City of Miami Beach Florida

For the Fiscal Year Beginning

October 01, 2022

Christopher P. Morrill

Executive Director



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MESSAGE FROM THE CITY MANAGER ALINA T. HUDAK

September 13, 2023

Honorable Mayor and Members of the City Commission:

Our local economy continues to experience a robust recovery, with property values increasing by 10.8%. This is the second consecutive year we have experienced a double-digit increase in property values in our recent history, in addition to the City's highest ever resort tax collections. While it remains unclear how long this economic trajectory will continue, the City's financial position remains strong. Although the property values have increased, these additional resources are needed to meet the continuing impact of the highest inflation in over 40 years, which has also resulted in funding gaps for many of our critical capital projects.



The Proposed Fiscal Year (FY) 2024 Budget includes several enhancements that directly respond to resident feedback and Commission priorities that emphasizes public safety, homelessness, and cleanliness. It also addresses more recent concerns regarding traffic in the City.

This budget includes funding for ten additional full-time positions to assist with mitigating traffic congestion on major corridors during peak hours, funding for a water taxi subsidy pilot program and funding for a traffic signal optimization pilot project. To enhance public safety and address homelessness Citywide, including the Beachwalk and parks, the budget includes an additional Homeless Outreach Team comprised of four full-time positions, an additional nine full-time Park Ranger positions and the conversion of nine existing part-time Park Ranger positions to full time. The latter is part of an enhancement that was approved last year to convert 29 part-time Park Rangers to full-time status over three years. In order to provide enhanced public safety staffing during the peak period of March 2024, this budget includes funding to implement an alpha/bravo police staffing schedule on the second and third weeks of that month.

To address cleanliness, funding for temporary contracted services is being added for Sanitation to maintain enhanced late-night cleanliness services in the Art Deco Cultural District (ADCD) and during special events that have increased in number compared to previous years.

This budget also includes an additional full-time Ombudsman position to assist residents in navigating the City's permitting process as well as cash funding of the City's General Fund for vehicles scheduled for replacement instead of debt financing to reduce the City's future borrowing costs and funding for the continuation of several economic development initiatives. To conclude, this budget includes funding additions of our General Fund reserve and funding for additional capital needs.

I am pleased to report that we have the highest reserve levels in the City's history in our General and Resort Tax funds. Our General Fund Reserves — or rainy-day funds — are at \$95.7 million, which is the equivalent of three months of reserves based on the Adopted FY 2023 General Fund Budget. In the Resort Tax Fund, our reserves are at \$37.8 million, which is the equivalent of six months of reserves based on the Adopted FY 2023 Resort Tax Fund Budget. Over and above these levels based on current year projections, we have identified additional excess amounts that are recommended to be redirected to address funding gaps in some of our capital projects due to inflation and project cost escalations. Due to the successful management of our reserves and strategic budget balancing plans, the City has been able to maintain its AA+ General Obligation (G.O.) Bond credit rating.

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CITY MANAGER'S MESSAGE

MESSAGE FROM THE CITY MANAGER CONT'D

I hereby transmit the Proposed Work Plan and Operating Budget for FY 2024, commencing on October 1, 2023 and ending on September 30, 2024, including the Proposed Work Plan and Operating Budget, the Proposed Capital Budget and the associated Capital Improvement Plan for FY 2024 through FY 2028.

The City's Proposed FY 2024 Operating Budget totals \$828.6 million which includes the General Fund, G.O. Debt Service, Enterprise Funds, Special Revenue Funds and the City's transfers to the Redevelopment Districts. This amount is net of Interfund Transfers. The total Proposed FY 2024 General Fund Operating Budget is \$427.0 million, which is approximately \$44.4 million, or 11.6%, more than the Adopted FY 2023 General Fund Operating Budget of \$382.6 million. This amount reflects the increase in property values, increased revenues from Resort Taxes and other sources of revenues as well as numerous proposed enhancements.

As in past years, the Proposed Work Plan and Budget was developed through an intensive and extensive review process with our City Commission. Budget information was provided at the Commission Budget Workshop on May 11, 2023 and budget briefings to the Finance and Economic Resiliency Committee (FERC) on June 29 and July 21, 2023. I am confident this budget will enable the City to continue delivering outstanding services to our residents, businesses and visitors as we also ensure our long-term sustainability.

I would like to thank the Mayor and the members of the Miami Beach City Commission for your continued guidance, support, and leadership with the budget process and in helping to accomplish so much on behalf of our residents and for the entire Miami Beach community.

I would also like to thank the Budget Advisory Committee (BAC) and Chairperson Mojdeh Khagan as well as all City staff who worked diligently over the last year to respond to changes in priorities from the City Commission. I would particularly like to thank my Deputy City Manager, Assistant City Managers and all department and division directors. I appreciate all of us working together toward a balanced budget that will continue to improve our community. In addition, I would like to recognize and thank Jason Greene, CFO; Tameka Otto Stewart, Budget Director; Richard Ajami, Budget Officer; Ayanna DaCosta-Earle and Kyle Teijeiro, Senior Management and Budget Analysts; Isadora Gonzalez and Yelina Iglesias, Management and Budget Analysts along with Daniela Martinez, Office Associate V.

Respectfully submitted,

Glini T. Hudak

Alina. T Hudak City Manager

Budget in Brief

Things to Know

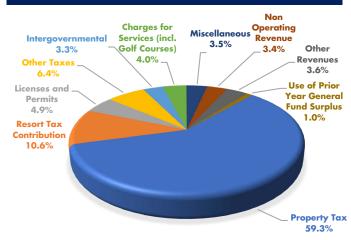
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- 3. Where the Money Goes
- 4. Total Budget
- General Fund Budget
- 6. Millage Rates
- 7. Position Trend
- 8. Capital Budget by Program

1 Property Value Trend

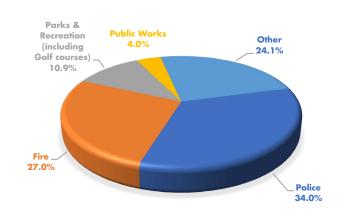




2 Where the Money Comes From



3 Where the Money Goes



How your property taxes are allocated based on tax rates levied



35¢ School Board



33¢ City of Miami Beach



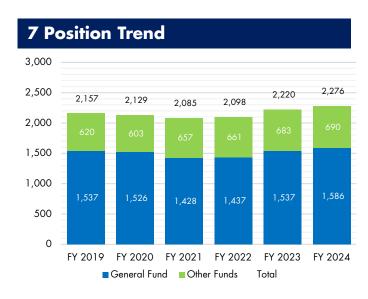
28¢ Miami-Dade County



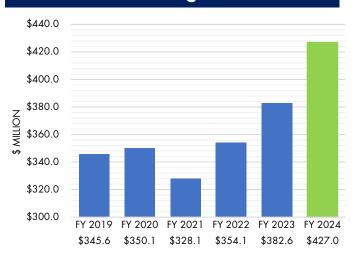
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Budget in Brief Cont'd



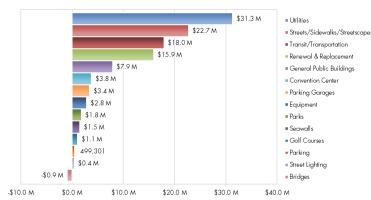


5 General Fund Budget

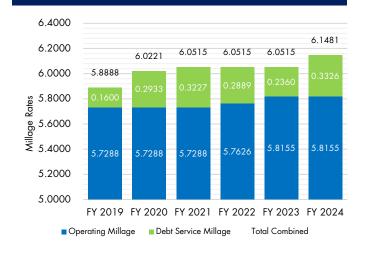


8 Capital Budget by Program





6 Millage Rates



Want More information?

To learn more about the City of Miami Beach budget, please visit

https://www.miamibeachfl.gov/city-hall/office-of-budget-peformance/budget/

CITYWIDE BUDGET OVERVIEW

As in past years, the Work Plan and Budget was developed through an intensive review process with our City Commission. The budget process began in December and included numerous internal meetings with the City Manager and every City department. Extensive preliminary budget information was provided to the City Commission at the May 11, 2023 Commission Budget Workshop and in the Budget Briefings with the Finance and Economic Resiliency Committee (FERC) on June 29, 2023 and July 21, 2023.

PROPERTY VALUES IN MIAMI BEACH

On July 1, 2023, the City received the 2023 Certification of Taxable Value from the Miami-Dade County Property Appraiser. As summarized below, the City's overall property values increased approximately \$5.0 billion, or 10.8%, from the 2022 Certification of Taxable Value of \$46.5 billion to the 2023 Certification of Taxable Value of \$51.5 billion, which includes a \$4.8 billion, or 10.3%, increase in the City's existing values and a \$0.2 billion increase in new construction values.

	July 2022 Certified	July 2023 Certified	\$ Change	% Change
Property Assessment				
Existing Values	\$46,544,694,070	\$51,346,874,323	\$4,802,180,253	10.3%
New Construction	0	213,897,907	213,897,907	100.0%
Total Citywide	\$46,544,694,070	\$51,560,772,230	\$5,016,078,160	10.8%
City Center RDA	\$6,023,225,280	\$6,188,026,922	\$164,801,642	2.7%
North Beach CRA	1,585,511,443	1,730,558,116	145,046,673	9.1%
Total Citywide – Net of RDA & CRA	\$38,935,957,347	\$43,642,187,192	\$4,706,229,845	12.1%

Overall Property Value Trend

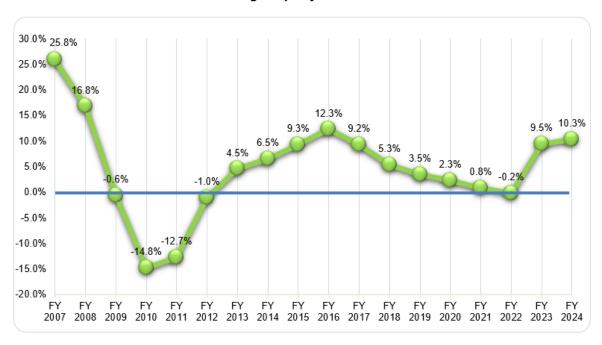


WORK PLAN AND BUDGET

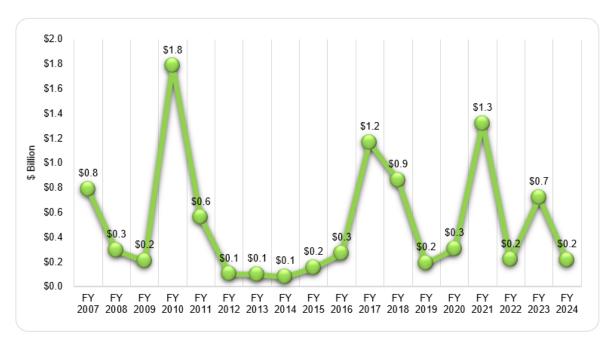
PROPERTY VALUES UPDATE

More specifically, the values include a \$4.8 billion, or 10.3%, increase in existing property values and a \$0.2 billion increase in new construction values.

Existing Property Value Trend



New Construction Trend



GENERAL FUND BUDGET

The General Fund is the primary source of funding for many City services provided such as Police and Fire, as well as Parks and Recreation, Code Compliance, and Public Works, among other services. Revenues are derived from ad valorem property taxes, franchise and utility taxes, business license and permit fees, revenue sharing from various statewide taxes, user fees for services, fines, rents and concession fees, and interest income. Additionally, intergovernmental revenues from Miami-Dade County and the City's Resort Tax Fund contribute funding for tourist-related services provided by General Fund departments.

At the July 21, 2023 Finance and Economic Resiliency Committee (FERC) Budget Briefing, the Mayor and City Commission were briefed regarding the FY 2024 General Fund budget. The preliminary budget represents the cost of providing the same level of services as in the prior year and serves as the baseline of funding for the annual budget development process.

	Preliminary FY 2024 Based on July 1st Values
Revenues	\$423,439,000
Expenditures	410,080,000
Surplus/(Gap)	\$13,359,000

In addition, the Administration identified and recommended a combination of revenue refinements, as well as one-time and recurring expenditure enhancements/reductions, which, if approved by the FERC, would have resulted in a balanced General Fund budget.

FY 2024 General Fund Balancing Strategies	\$
Preliminary Surplus/(Gap)	\$13,359,000
Recommended Revenue Refinements	2,352,000
Recommended "One-Time" Expenditure Enhancements/Reductions	(5,534,000)
Recommended Recurring Expenditure Enhancements/Reductions	(10,177,000)
Net	\$0

The FERC accepted the Administration's recommendations summarized above and made recommendations on additional expenditure enhancements.

Adjustments Subsequent to Budget Briefings

Over the summer recess, the Administration further refined the FY 2024 General Fund budget based on the recommendations from the July 21, 2023 FERC Budget Briefing and finalization of the proposed FY 2024 General Fund budget. These adjustments are summarized and further detailed below.

FY 2024 General Fund Balancing Strategies	\$
Surplus/(Gap) as of July 21, 2023 FERC	\$0
Recurring Expenditure Enhancements/Reductions	(1,157,000)
Revenue Refinements	1,182,000
Expenditure Refinements	(25,000)
Net	\$0

WORK PLAN AND BUDGET

GENERAL FUND BUDGET CONT'D

Recurring Expenditure Enhancements - (\$1,157,000)

- At the July 21, 2023 Budget Briefing, the FERC recommended funding for the following enhancements (\$121,000)
 - o 1 Full-Time Permit Ombudsman Position (split-funded) (\$25,000)
 - o Additional Contribution to the Normandy Fountain Business Association for Normandy Fountain Programming (\$25,000)
 - o Additional Contribution to the Miami Beach Police Athletic League (PAL) for the Counselor in Training Summer Work Program Contribution (\$51,000)
 - o Contribution to the Miami Beach Police Athletic League (PAL) for the Junior Scientist STEAM Program (\$10,000)
 - o Contribution to the Miami Beach Life-Safety Institute of Fire and EMS for its Cadet Program (\$10,000)
- Realignment of the Recommended Enhanced Secret Shopper Program enhancement from the 2% Resort Tax Fund to the General Fund budget to centralize program expenditures in the General Fund budget – (\$8,000)
- Additional set aside for addition to General Fund reserve based on increase in FY 2024 General Fund expenditures (\$1,028,000)

Revenue Refinements - \$1,182,000

- Finalization of FY 2024 General Fund Administrative Fees \$728,000
- Adjustment of the FY 2024 Resort Tax Contribution to General Fund for Tourism-Eligible Expenditures based on Finalization of the FY 2024 Resort Tax Budget – \$362,000
- Increase in Reimbursement from Planning Training and Technology Funds \$57,000
- Refinement of Miscellaneous FY 2024 General Fund Revenues based on updated FY 2023 Projections \$35,000

Expenditure Refinements - (\$25,000)

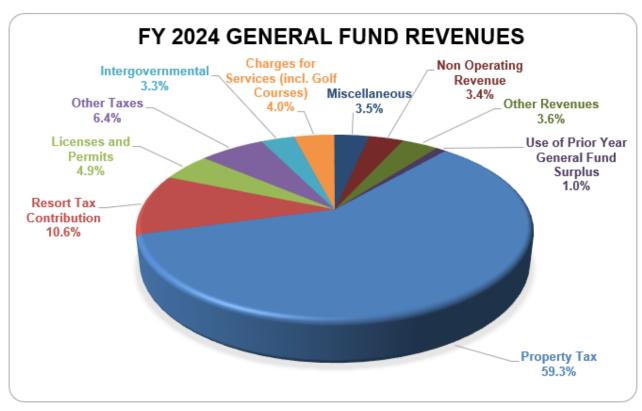
- Cost Increase for Web Author PreK Registration and Management System (\$9,000)
- Increase in Planning Department expenditures for Digital Delivery Digitizing Services (offset by reimbursement in Planning Training and Technology Funds) – (\$57,000)
- Finalization of FY 2024 Internal Service Department Budgets and Allocations \$41,000

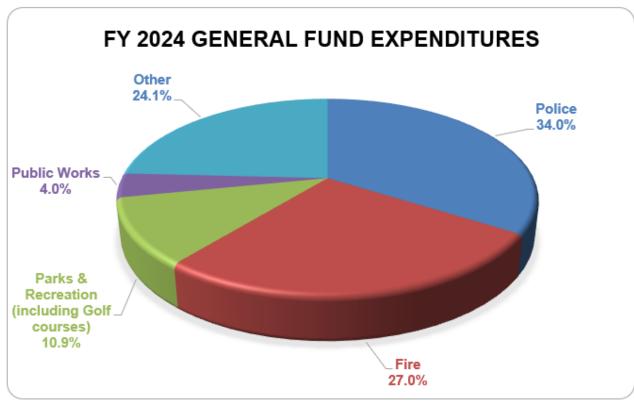
FY 2024 GENERAL FUND BUDGET

Based on discussion and direction given at the May 11, 2023 Commission Budget Workshop and the various FERC Budget Briefings during the summer, as well as adjustments made over the summer recess, the Administration proposes the FY 2024 General Fund budget as noted below, which, if approved, will result in a balanced budget that includes the expenditure enhancements below.

September 13, 2023 Proposed Budget	\$
Revenues	426,973,000
Expenditures	426,973,000
Surplus / (Gap)	\$0

The charts below reflect the major revenue and expenditure categories of the FY 2024 General Fund budget totaling \$426,973,000, as proposed.





Recommended "One-Time" Expenditure Enhancements/Reductions - Attachment A - (\$5,534,000)

After an extensive review of the enhancements requested by departments, requests originating from the City's various Commission Committees, and direction provided by the FERC and City Commission, Attachment A reflects a listing of all FY 2024 expenditure enhancements/reductions requested for FY 2024 with detailed descriptions. The one-time enhancements/reductions summarized below reflect those currently recommended for funding in FY 2024 from the General Fund.

100 Lincoln Road Improvements Project: (\$3,000,000)

One-time contribution of \$3.0 million to the Capital PayGo Fund, plus an additional \$1.0 million that will be funded from the City's utility funds for a total City contribution of \$4.0 million for proposed improvements on the 100 block of Lincoln Road, including upgraded water and sewer infrastructure, pedestrian and streetscape improvements to enhance public safety and public beach access as part of the redevelopment project to be constructed by the owners of the Ritz Carlton and Sagamore hotels based on the recommendation of the FERC at its July 21, 2023 meeting.

Monument Island Restoration Project: (\$1,121,000)

One-time contribution of approximately \$1.1 million to the Capital PayGo Fund for the proposed restoration of Monument Island based on the recommendation of the FERC at its July 21, 2023 meeting.

Capital PayGo Fund for Recommended FY 2024 Projects: (\$860,000)

One-time contribution to the Capital PayGo Fund attributed to a projected reduction in FY 2023 Resort Tax revenues based on Resort Tax collections as of June 2023 for capital projects that were recommended for funding in the FY 2024 capital budget as presented at the July 21, 2023 FERC meeting.

Monument Island Lighting Project: (\$150,000)

One-time City contribution as a dollar for dollar match to the Miami Design Preservation League (MDPL) for a lighting project proposed on Monument Island, which will include projection mapping and illumination of the Monument Island obelisk, to celebrate the upcoming Art Deco Centennial in 2025 based on the recommendation of the FERC Committee at its June 29, 2023 meeting.

Police Training Facility Trailer: (\$115,000)

Secure trailer to safely store equipment, host weekly trainings and classes, aide in training for building searches, provide a safe and covered area for K-9s to cool down between training scenarios, and create an area suitable to host special events for the community.

Fire Rescue Transport Gator: (\$82,000)

All-terrain rescue vehicle that can reach people in hard-to-access areas, such as the middle of a park, a crowded Lincoln Road on Halloween, or a crowded Art Deco Cultural District. This vehicle will feature an enclosed patient area that will allow first responders to provide care in a private, climate-controlled setting. The enclosed vehicle will protect the medical crew and patients from harsh weather conditions, such as rain or extreme temperatures. It will also shield them from debris, sand dust, and other hazards that may cause injury or discomfort while also reducing the risk of violation of privacy from media.

O Cinema Digital Cinema Package Equipment Purchase and Installation: (\$75,000)

O Cinema currently lacks the necessary Digital Cinema Package (DCP) equipment required to showcase films from larger distributors. This limitation has restricted their ability to screen a wide range of films. To address this challenge, O Cinema has approached the City with a funding request to install DCP equipment. Through this funding request, O Cinema would have access to and use of this equipment during the term of their lease agreement based on the recommendation of the FERC at its June 29, 2023 meeting.

Community Schoolyard at Biscayne Elementary: (\$70,000)

Partnership with the Trust for Public Land Organization for a community schoolyard at Biscayne Elementary, provided Miami Dade County Schools supports this partnership, as adopted by the Commission on March 27, 2023 through Resolution No. 2023-32551.

South Beach QOL for Recommended FY 2024 Projects: (\$36,000)

One-time contribution to the South Beach Quality of Life (QOL) Capital Fund attributed to a projected reduction in FY 2023 Resort Tax revenues based on Resort Tax collections as of June 2023 for capital projects that were recommended for funding in the FY 2024 capital budget as presented at the July 21, 2023 FERC meeting.

Arts and Culture General Obligation (G.O.) Bond Documentary Production: (\$25,000)

Annual request of \$25,000 for up to 3 years to provide funding for specialized services to facilitate the production of a documentary to highlight the Arts and Culture General Obligation (G.O.) Bond approved by the voters of the City of Miami Beach on November 8, 2022 as adopted by the City Commission on June 28, 2023.

Recommended Recurring Expenditure Enhancements/Reductions - Attachment A - (\$11,334,000)

Similar to the one-time expenditure enhancements/reductions, Attachment A also reflects a listing of all recurring FY 2024 expenditure enhancements/reductions requested for FY 2024 with detailed descriptions. The recurring enhancements/reductions summarized below reflect those currently recommended for funding in FY 2024 from the General Fund.

Replacement of General Fund Vehicles Using Cash Instead of Debt Financing: (\$4,345,000)

Fund the scheduled replacement of General Fund vehicles and equipment using cash instead of debt financing, which would reduce the City's future borrowing costs and establish a recurring source of funding for the replacement of future General Fund vehicles and equipment based on the recommendation of the FERC at its July 21, 2023 meeting.

General Fund Operating Reserve Requirement/Goal: (\$3,028,000)

Partial set aside for addition to reserve based on increase in FY 2024 General Fund expenditures. The funding to be used in the future for times of unexpected revenue shortfalls or budget gaps in addition to the City's current reserves, pursuant to Resolution No. 2019-30954 adopted by the City Commission.

PayGo / Capital Reserve Fund: (\$978,000)

Pursuant to Resolution No. 2006-26341 adopted by the City Commission on September 21, 2006, the City of Miami Beach shall have a goal to fund at least 5% of the General Fund Budget for capital needs as a permanent part of the budget. This enhancement will allow for the City to fund a portion of this goal that will provide funding for existing capital project gaps.

Additional Full-Time Park Ranger Positions (5): (\$413,000)

Additional 5 full-time Park Ranger positions to provide increased public safety presence citywide, including but not limited to the City's beachwalk.

Targeted Economic Development Initiatives: (\$335,000)

Additional Economic Development Promotions: (\$235,000)

The Economic Development Department has been encouraged to attend key local and national conventions and trade shows to market the City of Miami Beach as a desirable and profitable destination for businesses to relocate or conduct commerce. The Economic Development Department promotes City programs and incentives to increase awareness and retain and attract businesses, especially within the targeted industries. Additionally, it would be advantageous for the Department to coordinate and facilitate periodic business events to enhance business retention, attraction, thought leadership, and general engagement. This request would provide funding for tradeshow activation for 3 shows (\$156,000), quarterly business events and other special events (\$73,000), and maintenance of a modular tradeshow and conference booth (\$6,000).

• Economic Development Marketing and Public Relations: (\$100,000)

The City has now taken on a broader economic development role including targeted business attraction and retention, working more closely with our public and private sector partners, and developing an enhanced marketing and public relations campaign to promote Miami Beach as a business destination. Communicating with the appropriate audience is critical to being successful in efforts to recruit businesses, innovators, and investors. Creation and promotion of a distinct brand and collateral for Miami Beach that aids in business expansion, retention, and increases support and awareness from the business community will focus Miami Beach's economic development conversation for attraction of corporations, communicate with our business community, cultivate entrepreneurs, and retain and attract a highly educated, and skilled workforce.

Citywide Records Management Program: (\$295,000)

The addition of three (3) full-time positions to oversee and manage a centralized records management program for all City departments. The one (1) Records Center Manager and two (2) Records Management Specialist positions will manage records for City vendors, implement records management procedures, and provide departmental training, as well as coordinate records management processes and functions regarding retention and destruction of records.

Contracted Emergency Landscaping Services: (\$183,000)

The Greenspace Management Division of the Public Works Department needs additional manpower to remain effective in addressing constituency needs (public safety, emergency tree work, site restoration, etc.) found during the fiscal year and requiring immediate attention from staff. This request will increase the ancillary component of the existing citywide grounds maintenance agreement in the Public Works Department's operating budget to provide for additional services, as needed, during the fiscal year.

Full-Time Fire Training Officer (Fire Lieutenant) Position: (\$182,000)

Additional full-time sworn position in the Fire Department's Training Division to assist with increasing demands associated with scheduling and training functions including grants that have grown steadily, and as a result, an increase in the administrative duties of the training requirements for light technical Task Force members, marine operations, and those as required by the FEMA Training Program Administration Manual.

Full-Time Public/Private Partnerships Program Director Position: (\$176,000)

A full-time position to be responsible for the Public Private Partnerships (P3) by attracting private capital investment to the City of Miami Beach by facilitating and participating in meetings regarding business development, redevelopment, and development matters. This position will assist in negotiations regarding development agreements as well as loans or contracts related to real estate, development, and/or other private sector investment. This position will also be responsible for implementing and administering development agreements that will allow the City to acquire and/or redevelop underutilized properties to generate and maximize revenue opportunities including tax revenue per the recommendation of the City Commission at its June 28, 2023 meeting.

Full-Time Special Events Coordinator (Fire Lieutenant) Position: (\$152,000)

Additional full-time sworn position in the Fire Department to address an increase in personnel, equipment, and assets, combined with special events, that has created a demand for services that cannot be efficiently met with the Fire Department's current staffing of one (1) Special Events Coordinator.

Full-Time Office Associate III (2) Positions for Data Collection and Reporting: (\$123,000)

Additional two (2) full-time Office Associate III positions in the Police Department in order to facilitate the distribution of a daily arrest report, to the extent permitted by law, setting forth all arrests made, to include the primary crime charged and the area of the City associated with each arrest based on item discussed at the May 17, 2023 City Commission meeting. The FBI has made nationwide implementation of the National Incident-Based Reporting System (NIBRS) a top priority for law enforcement agencies because NIBRS can provide more useful statistics to promote constructive discussion, measured planning, and informed policing. For this reason, the Department needs these positions that will be trained to analyze data and review crime reports to comply with this transition. With current staff, the Department cannot keep pace with the transition of retired Uniform Crime Reporting data to NIBRS and incoming crime reports without additional personnel. With additional reporting requirements under NIBRS, these positions will ensure the Police Department can remain up to date to receive and report accurate crime data for proactive policing strategies and reporting procedures to City Administration and elected officials.

Living Wage Increase (for contractors): (\$107,000)

This enhancement increases the total minimum living wage rate from the current rate of \$15.61 per hour including health benefits to \$16.08 per hour, including health benefits, effective January 1, 2024. This increase is comprised of a 3% increase in the living wage rate and 3% increase in the health benefits rate.

Additional Year-Round Part-Time Inclusionary Aide Positions (4): (\$92,000)

Currently, the Parks Department has seven (7) part-time, year-round, Inclusionary Aide positions, of which three (3) are grant funded. This enhancement request for four (4) additional part-time, year-round, Inclusionary Aides is being requested to meet the growing demand of children with special needs enrolling in Parks programming. Through this enhancement, the department can provide children with special needs much needed one-on-one attention in year-round recreation programming with trained individuals. The Department currently has over 35 children with special needs enrolled in our year-round programs. In FY 2022, the department serviced 46 after-school participants, 55 summer camp participants, and included 20 social club participants. The Department is looking to expand the Special Abilities program offerings and needs trained individuals to carry out the programs such as adaptive ice skating, social club, Special Olympics training and competitions, and weekly social club offerings.

Rapid DNA Testing Solution: (\$92,000)

The ANDE Analysis Instrument is a fully automated device with integrated data analysis and software. The instrument automatically performs sample-in to results-out processing and analysis of DNA. The return to this DNA program allows MBPD Detectives/Crime Scene Techs to receive DNA information within hours to solve high profile cases. This cost is for the refurbished instrument, chips, and consumables.

Full-Time Special Events Coordinator Position: (\$82,000)

In addition to the numerous special events the Parks and Recreation Department hosts annually, the City has recently expanded its offerings to include large-scale special events such as the Soul Vegan Festival and Juneteenth events. Other City events include Spring Eggstravaganza, Black History, Jose Marti, several Kid Zone activations, Winter Wonderland, Hispanic Heritage, and Halloween Safe Night of Fright. The City is also focusing on prioritizing health and wellness, which has resulted in an increase in citywide activations and possibly a very large-scale event to attract sports tourism. As a result, this position will be responsible for spearheading all these efforts for the City, including partnerships, communications, event execution, and more.

Full-time Office Associate IV Position: \$64,000

Elimination of one (1) full time Office Associate IV position within the City Attorney's Office based on department efficiencies identified.

Enzo Gallo Mural Storage: (\$60,000)

Per Resolution No. 2022-32204 approved by the City Commission, the City has been tasked with assisting to store the Enzo Gallo murals until they have been reinstalled. The murals are currently being housed by the Miami Dade Preservation League. At this time, the City has identified a warehouse location to store the murals, which will cost approximately \$5,000/month. Presently, there are no approved plans to reinstall the murals which is why funding is needed for the storage of these murals.

Miami Beach Police Athletic League Counselor in Training Summer Work Program: (\$51,000)

Annual grant contribution in the amount of \$50,700 to the Miami Beach Police Athletic League (PAL) for expansion of the current Counselor in Training Summer Work Program, which is currently budgeted at \$67,000, and will allow for the PAL to hire an additional 15 counselors bringing the total to 40 for the summer work program based on direction from the FERC Budget Briefing on July 21, 2023.

Full-time MSW I (Athletic Field Specialist) Position: (\$49,000)

Through this enhancement, the Parks Department can provide specialized field maintenance year-round to the City's sports fields. This position will assist with the preparation and maintenance of athletics facilities, including but not limited to practice and game fields for baseball, football, soccer, softball, intramural fields, and the football stadium and field layout/painting experience beneficial.

Cat Program Supplies: (\$41,000)

Additional funding for required adoption supplies as there is a minimum standard of health required from the state, adopters, and rescue partners to place cats. These services require cleaning/Vet Tech assistance, food, litter, air filters, transportation of cats, gloves, fecal test supplies, medication, emergency healthcare services, vaccines, deworming medications, one-way doors for crawl spaces (to seal and not kill animals), fire alarm monitoring, and extinguisher service.

Additional Market Studies: (\$40,000)

Increase in annual funding to perform more market studies and more on demand assessments such as feasibility studies for City properties, as well as pay for brokerage fees for properties that may become vacant and will need to be marketed and leased. This request is in addition to \$11,000 that is currently included in the budget for market studies.

FLIR Thermal Optics Solution: (\$36,000)

K-9 handlers are routinely deployed into low-light situations to search for subjects wishing to do harm. The thermal optics solution gives officer's a tactical advantage in these situations and serves as a liability mitigator when the subject can be identified from a safer distance, rather than when the K-9 darts into a dark area within six (6) feet of the handler and back-up officers to make contact with the subject; often times causing injuries to the subject and opening the department to civil litigation.

Full-Time Permit Ombudsman Position (Split-Funded): (\$25,000)

The position will serve as a permitting ombudsman to assist residents as they navigate the permitting process across several departments and will assist residents with questions they have regarding the overall permitting process and assist with public outreach needs as necessary, while making internal departments aware of and suggesting ways to resolve process issues that are found within internal permitting systems. Additionally, this position will further assist permitting departments with public feedback and will also further assist the right-of-way permitting process to ensure outreach is completed for utility work per direction from the FERC Budget Briefing on July 21, 2023. The overall cost of this position of \$117,000 for FY 2024 will be split-funded between the General Fund (20%), the Building Fund (67%), the Public Works Enterprise Funds (12%), and Sanitation Fund (1%).

Normandy Fountain Business Association Contribution: (\$25,000)

Annual contribution in the amount of \$25,000 to the Normandy Fountain Business Association, Inc. to be used for Normandy Fountain Programming, which is in addition to the \$35,000 already included in the preliminary FY 2024 budget, based on direction from the FERC Budget Briefing on July 21, 2023.

Part-Time Year-Round MSW I (Athletic Field Specialist) Position: (\$20,000)

Through this enhancement, the department can provide specialized field maintenance year-round to the City's activity fields. This position will assist with the preparation and maintenance of athletics facilities, including but not limited to practice and game fields for baseball, football, soccer, softball, intramural fields, and the football stadium and field layout/painting experience beneficial.

GIS Near Nap Services: (\$16,000)

The City's GIS Division has historically used the Miami-Dade County's aerial imagery as a base map that is shared with all Departments. By switching to NearMap the City would have current imagery no more than 6 months old, as well as imagery available immediately after a major event. In addition, it would allow users to compare current and any historical imagery side by side as needed.

Miami Beach Police Athletic League Junior Scientist STEAM Program: (\$10,000)

City contribution to the City of Miami Beach Police Athletic League (PAL) for a Pre-K Junior Scientist STEAM Program for Miami Beach residents, which will engage students and their parents in STEAM activities geared to the learning level of students. This program will layer science concepts alongside learning site words, colors, languages, and visual cues and the curriculum will create a learning environment in which students are engaged with direction from STEAM teachers, parents, and their peers based on direction from the FERC Budget Briefing on July 21, 2023.

Miami Beach Life-Safety Institute of Fire and EMS Contribution: (\$10,000)

Annual contribution in the amount of \$10,000 to the Miami Beach Life-Safety Institute of Fire and EMS to be used for its Cadet Program, Miami Beach Fire Rescue Cadet Post #1510, based on direction from the FERC Budget Briefing on July 21, 2023.

Enhanced Secret Shopper Program: (\$8,000)

Increase in funding requested by the Office of the City Attorney for the Secret Shopper Café Index Program to enhance the existing Secret Shopper program.

Estimated Impact of Recommended Internal Service Fund Department Enhancements on the General Fund: (\$424,000)

For FY 2024, there are several expenditure enhancements recommended for the City's various Internal Service Fund Departments, such as Facilities and Fleet Management and Information Technology, among others. The amount reflected of \$424,000 represents the portion of the total expenditure enhancements recommended for the Internal Service Fund Departments for FY 2024 that is estimated to impact the General Fund budget since a large part of each Internal Service Fund Departments' total operating budget is charged back to other City departments and funds based on services provided.

Use of Resort Taxes to offset Tourism Eligible Expenditures in the General Fund

Based on a study completed by a third-party consultant during FY 2023 using actual expenses for FY 2022, the study estimated that there are approximately \$172.3 million in eligible Resort Tax expenditures in the General Fund.

These include expenditures associated with police officers serving entertainment areas; a portion of fire rescue services from Fire Stations 1 & 2; ocean rescue services; enhanced code compliance provided to respond to evening entertainment area violations and staffing of special events; other code compliance activities in tourism and visitor related facilities/areas; operations of the Tourism and Culture Department and the Cultural Arts Council; museums and theaters (Garden Center, Bass Museum, and Colony Theater); golf courses (net of revenues); Memorial Day and other special event costs; homeless services; July 4th; holiday lighting; Miami Design Preservation League (MDPL); etc.

The total proposed Resort Tax Fund transfer to the General Fund for FY 2024 is approximately \$45.4 million, which is a \$6.2 million, or 15.8%, increase from the budgeted FY 2023 transfer of \$39.2 million.

GENERAL FUND RESERVES

The General Fund reserve as of September 30, 2022 is \$95.7 million, or 25.0%, which equals 3 months of reserves based on the FY 2023 adopted budget. The reserve policy for the General Fund is a required 2 months and a goal of 3 months pursuant to Resolution No. 2019-30954 that was adopted by the City Commission on September 11, 2019.

Based on the proposed FY 2024 General Fund budget, the updated reserve goal for the General Fund increases by approximately \$11.0 million to \$106.7 million, which is the equivalent of 3 months of the proposed FY 2024 budget of approximately \$427.0 million.

The City Administration is currently recommending partially funding \$3.0 million of the additional General Fund reserve requirement as part of the proposed FY 2024 budget and additional funding of \$8.0 million will be evaluated as part of the year-end process for FY 2023.

MILLAGE RATES

There are two main components to the City's Total Combined millage rate, which are the Total General Operating millage rate and the Voted Debt Service millage rate. The Total General Operating millage rate, which is comprised of a General, a Capital Renewal and Replacement, and a Pay-As-You-Go (PayGo) millage, funds General Fund operating and capital expenditures while the Voted Debt Service millage rate funds the annual debt service required for the City's outstanding General Obligation (G.O.) bonds.

The proposed Total General Operating millage rate for FY 2024 of 5.8155 mills provides funding to offset increases in personnel costs, such as the annual required pension contributions, a 5 percent (%) Step increase for all Fraternal Order of Police (FOP) and International Association of Fire Fighters (IAFF) positions, a 0-3% performance-based merit increase for all non-FOP and IAFF positions, an increase in the City's health insurance premiums for active employees and retirees, as well as increases in other General Fund operating expenditures.

The Voted Debt Service millage rate of 0.3326 mills provides funding of the annual debt service required for the Series 2019 G.O. Bonds, as well as the new Series 2023A&B Arts and Culture G.O. Bonds, that were approved by the voters on November 6, 2018 and November 8, 2022, respectively, through the assessment, levy, and collection of ad-valorem tax on all property within the City.

WORK PLAN AND BUDGET

MILLAGE RATES CONT'D

On November 6, 2018, the City of Miami Beach voters approved the issuance of a not to exceed amount of \$439.0 million in G.O. bonds to fund a total of 57 capital projects citywide, ranging from vertical construction, roadwork, park constructions and renovations, technology implementation, renewals and repairs, and underground infrastructure work. The issuance of these G.O. bonds is currently divided into three tranches, as adopted by the City Commission. This will result in lower initial property taxes paid by property owners and increases in property taxes required to fund these G.O. bonds approved by the City of Miami Beach voters in 2018 to be phased in over time. To date, Tranche 1 (Series 2019), which totals \$152.5 million, has been issued with the remaining balance of \$286.5 million to be issued in future fiscal years.

On November 8, 2022, the City of Miami Beach voters approved the issuance of a not to exceed amount of \$159.0 million in Arts and Culture G.O. bonds to improve facilities for resiliency of arts and cultural institutions throughout the City, including museums, performance venues, artistic playgrounds, senior/cultural centers, botanical garden, aquatic sculpture park, and related artist/workforce housing. The issuance of these Arts and Culture G.O. bonds is currently divided into two tranches, as adopted by the City Commission. This will result in lower initial property taxes paid by property owners and increases in property taxes required to fund the Arts and Culture G.O. bonds approved by the City of Miami Beach voters in 2022 to be phased in over time. To date, Tranche 1 (Series 2023A&B), which totals \$101.7 million, has been issued with the remaining balance of \$57.3 million to be issued in future fiscal years.

	FY 2023 Adopted	FY 2024 Proposed	Inc / (Dec)
General	5.6636	5.6636	0.0000
Capital Renewal & Replacement	0.0499	0.0499	0.0000
Pay-As-You-Go (PayGo)	0.1020	0.1020	0.0000
Total General Operating Millage	5.8155	5.8155	0.0000
Debt Service	0.2360	0.3326	0.0966
Total Combined Millage	6.0515	6.1481	0.0966

IMPACT OF MILLAGE LEVY ON PROPERTY OWNERS

Homesteaded Properties

In 1992, voters approved an amendment to the Florida Constitution known as Amendment 10, also known as Save Our Homes (SOH). SOH is an assessment limitation, or "cap," on increases in the assessed value of a homestead residence. Those increases are limited to 3.0% or the percent change in the CPI (Consumer Price Index), whichever is less. The "cap" goes into effect beginning the year after a homestead exemption is granted.

Based on last year's values from the Miami-Dade County Property Appraiser (as of July 1, 2022), the median homesteaded property value in the City of Miami Beach was \$240,385 while the average homesteaded property value was \$664,556. For an existing homesteaded property in the City of Miami Beach that was not sold and/or did not have any improvements or additions completed in the last year, the impact of the City's proposed FY 2024 Total Combined millage rate of 6.1481 mills would be an increase of approximately \$67 for the median homesteaded property while the impact for the average homesteaded property would be \$187 pursuant to the SOH cap.

Homesteaded Properties					
	FY 2	FY 2023		FY 2024	
	Median*	Average*	Median	Average	
Preliminary Taxable Value*	\$ 240,385	\$ 664,556	\$ 247,597	\$ 684,493	
City of Miami Beach					
Operating	\$ 1,398	\$ 3,865	\$ 1,440	\$ 3,981	
Voted Debt	57	157	82	228	
Total Miami Beach	\$ 1,455	\$ 4,022	\$ 1,522	\$ 4,209	
\$ Change in Taxes					
Operating			\$ 42	\$ 116	
Voted Debt			25	71	
Total Miami Beach			\$ 67	\$ 187	

^{*}Source: Miami-Dade County Property Appraiser's – 2022 average-median-homestead-residentialvalues files

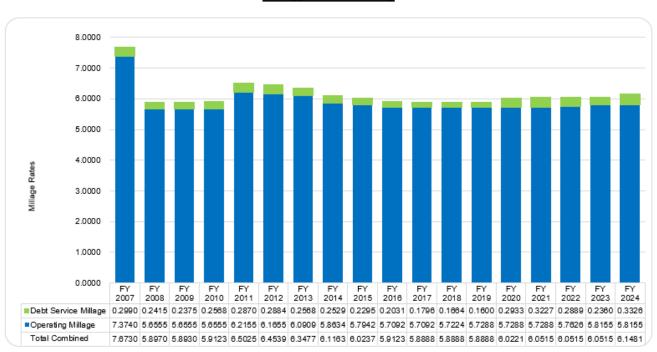
Impact on Non-Homesteaded Properties

The annual increase in the assessed value of a non-homesteaded property is capped at 10.0% (excluding the School Board portion). While the average citywide increase in property values is 10.8%, the value of individual properties may increase up to, but not more than 10.0% (excluding the School Board portion of the property tax bill). However, an individual property owner may see an increase of more than 10.0% if there is a change in ownership of a capped property resulting in a reset of the cap. Another factor, if applicable, would be the value of new construction which can contribute to a property value increase of more than 10.0%.

Historical Perspective

The table below outlines the City's historical millage rate trend. For FY 2024, the City's Operating millage rate is proposed to remain flat at 5.8155 mills, which is the same rate adopted for FY 2023.

Millage Rate History



WORK PLAN AND BUDGET

STATUTORY REQUIREMENTS

Florida Statute 200.065, entitled "Method of Fixing Millage," establishes specific guidelines that must be used by all local government entities in setting millage (property tax) rates. Under the Florida Statute, the City is required, within 35 days of receipt of the "Certification of Taxable Value" (received July 1, 2023), to advise the Miami-Dade County Property Appraiser of the proposed Total General Operating millage rate, the calculated "rolled-back" rate and the date, time, and place of the first public hearing to consider the proposed millage rates and budgets for FY 2024. The required Voted Debt Service millage rate must also be set at the same time as the Total General Operating millage rate.

After setting the proposed FY 2024 millage rate, the Mayor and City Commission may, at any time prior to final adoption, lower the proposed millage rates. However, increasing the proposed millage rate may only be accomplished by completing an expensive mailing and advertising process to every property owner in the City of Miami Beach. The City's proposed millage rates, as well as those of other taxing authorities, will be included in the Truth-in-Millage (TRIM) statement sent to each property owner in the City of Miami Beach by the Miami Dade County Property Appraiser by August 24, 2023.

MAXIMUM MILLAGE DETERMINATION

For FY 2024, the Total General Operating millage rate is proposed at 5.8155 mills. Based on the 2023 Certification of Taxable Value received from the Miami-Dade County Property Appraiser, the levy of 5.8155 mills would generate approximately \$252.9 million in General Fund property tax revenues, which is an increase of approximately \$26.4 million over the budgeted FY 2023 General Fund property tax revenues of \$226.5 million (this excludes the City Center RDA and North Beach CRA).

Adoption of the proposed Total General Operating millage rate of 5.8155 mills for FY 2024 requires a two-thirds approval (5 of 7 votes) by the Mayor and City Commission per the State of Florida's Truth-in-Millage (TRIM) requirements.

By August 4, 2023, the proposed millage rate was certified to the Miami-Dade County Property Appraiser. The proposed millage rate was included in the TRIM notices that were mailed by the Property Appraiser by August 24, 2023. The purpose of the TRIM notice is to notify property owners of how much their property taxes could potentially increase or decrease, and which governmental entity is responsible for the taxes levied.

As such, the proposed millage rate effectively sets the "ceiling" for the millage rate during the budget process because it cannot be increased without sending out a new TRIM notice to all property owners in the City of Miami Beach. However, the millage rate can remain the same or be decreased throughout the remainder of the budget process until the final millage rates are adopted by the Mayor and City Commission at the second public hearing scheduled to be held on Wednesday, September 27, 2023, at 5:01 p.m., in the Miami Beach Convention Center at 1901 Convention Center Drive, Meeting Rooms 222-225, Miami Beach, Florida 33139.

RESORT TAX BUDGET

The Resort Tax Fund is a Special Revenue Fund that consists of three main components: (1) a 2% Resort Tax comprised of a 2% Bed Tax and 2% Food & Beverage Tax; (2) a 1% Bed Tax for Quality of Life (QOL) capital projects, transportation initiatives, and arts and culture; and (3) a 1% Bed Tax dedicated to the repayment of outstanding debt service for Resort Tax bonds issued as part of the most recent Convention Center renovation and expansion project, as well as funding for renewal and replacement of Convention Center assets.

2% Resort Tax

At the July 21, 2023 FERC Budget Briefing, the Mayor and City Commission was also briefed regarding the FY 2024 2% Resort Tax Fund budget. Based on actual collections as of June 2023, the projected FY 2024 Resort Tax surplus was approximately \$4.3 million, assuming that Resort Tax collections would remain flat over FY 2023 projections based on current year-to-date trends.

	FY 2024 2% Resort Tax
2% Revenues	\$79,714,000
2% Expenditures	\$75,444,000
Surplus/(Gap)	\$4,270,000

RESORT TAX BUDGET CONT'D

Approach to Balance

In addition, the Administration identified and recommended a combination of expenditure refinements, as well as recurring expenditure enhancements which, if approved by the FERC, would have resulted in a balanced 2% Resort Tax budget.

FY 2024 2% Resort Tax Fund Balancing Strategies	\$
Surplus/(Gap)	\$4,270,000
Expenditure Refinements	(2,352,000)
Recurring Expenditure Enhancements/Reductions	(1,918,000)
Net	\$0

The FERC accepted the Administration's recommendations summarized above and made recommendations on additional expenditure enhancements.

Adjustments Subsequent to Budget Briefings

Over the summer recess, the Administration further refined the FY 2024 2% Resort Tax budget based on the recommendations from the July 21, 2023 FERC Budget Briefing and finalization of the proposed FY 2024 2% Resort Tax Fund budget. These adjustments are summarized and further detailed below.

FY 2024 2% Resort Tax Fund Balancing Strategies	\$
Preliminary Surplus/(Gap)	\$0
Recommended Recurring Expenditure Enhancements/Reductions	129,000
Expenditure Refinements	(129,000)
Net	\$0

Recurring Expenditure Enhancements/Reductions - \$129,000

- Ocean Drive Promenade Programming, as recommended by the FERC on July 21, 2023 (\$101,000)
- Reduction in the FY 2024 allocation for Large Scale Community Events from approximately \$1.3 million to \$1.1 million to fund the Ocean Drive Promenade Programming (\$101,000), 1 Full-Time Permit Ombudsman Position (\$25,000), Normandy Fountain Programming (\$25,000), Miami Beach Police Athletic League (PAL) Counselor in Training Summer Work Program Contribution (\$51,000), Miami Beach Police Athletic League (PAL) Junior Scientist STEAM Program Contribution (\$10,000), and Miami Beach Life-Safety Institute of Fire and EMS Contribution (\$10,000) enhancements recommended by the FERC on July 21, 2023 \$222,000
- Realignment of the Recommended Enhanced Secret Shopper Program enhancement from the 2% Resort Tax Fund to the General Fund budget to centralize program expenditures in the General Fund budget – \$8,000

Expenditure Refinements - (\$129,000)

- Finalization of FY 2024 Internal Service Department Budgets and Allocations \$16,000
- Adjustment of the FY 2024 Resort Tax Contribution to General Fund for Tourism-Eligible Expenditures based on Finalization of the FY 2024 Resort Tax Budget – (\$145,000)

FY 2024 RESORT TAX BUDGET

Based on discussion and direction given at the May 11, 2023 Commission Budget Workshop and the various FERC Budget Briefings during the summer, as well as adjustments made over the summer recess, the Administration proposes the FY 2024 2% Resort Tax Fund budget as noted below, which, if approved, will result in a balanced budget that includes the expenditure enhancements below.

September 13, 2023 Proposed Budget	\$
2% Revenues	79,714,000
2% Expenditures	79,714,000
Surplus / (Gap)	\$0

Recommended Recurring Resort Tax Enhancements/Reductions - Attachment A - (\$1,789,000)

Attachment A reflects a listing of all FY 2024 expenditure enhancements/reductions requested for FY 2024 with detailed descriptions. The recurring enhancements/reductions summarized below reflect those currently recommended for funding in FY 2024 from the 2% Resort Tax Fund.

Large Scale Community Events: (\$1,078,000)

Funding to be allocated in the FY 2024 budget for quality, transformative, family-friendly large-scale events based on discussion at the July 6, 2023 City Commission meeting.

Enhanced Police Public Safety Staffing for March 2024: (\$600,000)

This funding request would provide for the Police Department to implement an alpha/bravo staffing schedule during the second and third weeks of March 2024 based on discussion at the July 6, 2023 City Commission meeting.

Ocean Drive Promenade Programming: (\$101,000)

The Ocean Drive Promenade Music Series is presented by the Ocean Drive Association in partnership with the City of Miami Beach and the Greater Miami and the Beaches Convention and Visitors Bureau. The music series will feature live concerts in Lummus Park between 14th Street and 14th Place, on Sundays at 5:00PM. The mission and vision of the programs is careful activation of the Ocean Drive Promenade, build community for residents and a great vibe for tourists, while amplifying positive messaging about Ocean Drive and Miami Beach. This enhancement request is being submitted for consideration in the FY 2024 budget based on direction from the FERC Budget Briefing on July 21, 2023.

Estimated Impact of Recommended Internal Service Fund Department Enhancements on the 2% Resort Tax Fund: (\$10,000)

For FY 2024, there are several expenditure enhancements recommended for the City's various Internal Service Fund Departments, such as Facilities and Fleet Management and Information Technology, among others. The amount reflected of \$10,000 represents the portion of the total expenditure enhancements recommended for the Internal Service Fund Departments for FY 2024 that is estimated to impact the 2% Resort Tax Fund budget since a large part of each Internal Service Fund Departments' total operating budget is charged back to other City departments and funds based on services provided.

RESORT TAX RESERVES

The Resort Tax reserve as of September 30, 2022 is \$37.8 million, or 50.0%, which equals 6 months of reserves based on the FY 2023 adopted budget. The reserve policy for the 2% Resort Tax Fund is a minimum of 2 months and a goal of 6 months pursuant to Resolution No. 2019-30664 that was adopted by the City Commission on January 16, 2019.

Based on the proposed FY 2024 2% Resort Tax budget, the updated reserve goal for the 2% Resort Tax Fund increases by \$2.0 million to \$39.8 million, which is the equivalent of 6 months of the proposed FY 2024 budget of approximately \$79.7 million.

Additional funding requirements for the City's 2% Resort Tax reserves based on the FY 2024 budget will be evaluated as part of the year-end process for FY 2023.

FY 2024 ENTERPRISE FUNDS BUDGETS

The City accounts for those goods and services provided by a particular department to external users for which a fee is charged as Enterprise Funds. The City's Sanitation, Water, Storm Water, Sewer, Parking, Convention Center, and Building operations comprise this category of proprietary funds. The FY 2024 Enterprise Funds budgets total \$289.1 million. This represents an increase of approximately \$43.2 million, or 17.5%, from the adopted FY 2023 Enterprise Funds budgets totaling \$245.9 million, primarily due to the following:

- Water reflects an overall increase of approximately \$7.6 million, or 20.8%, primarily due to an increase in costs for wholesale water purchased from Miami-Dade County's Water and Sewer Department (WASD) based on projected consumption and an increase in rates for wholesale water purchased for FY 2024 from WASD of 9.64%. In addition, the FY 2024 budget includes a "true-up" expenditure adjustment based on notification from WASD of the results of the prior year's audited operations, as well as an increase in the budgeted set aside for future renewal and replacement of Water capital assets and reserves for future projects that is based on projected revenues in excess of expenditures for FY 2024.
- Sewer reflects an overall increase of approximately \$6.7 million, or 11.7%, primarily due to an increase in costs for sanitary sewer treatment services provided by Miami-Dade County's Water and Sewer Department (WASD) based on projected usage and an increase in rates for sanitary sewer services provided by WASD for FY 2024 of 5.32%. In addition, the FY 2024 budget includes a "true-up" expenditure adjustment based on notification from WASD of the results of the prior year's audited operations.
- Storm Water reflects an overall increase of approximately \$4.4 million, or 12.8%, primarily due to an increase in operating and
 capital expenditures for vehicles and machinery and equipment scheduled for replacement in FY 2024, as well as new/additional
 machinery, equipment, and supplies proposed for FY 2024 based on operational needs. In addition, the budget includes an increase in
 the budgeted set aside for future renewal and replacement of Storm Water capital assets that is based on projected revenues in excess
 of expenditures.
- Sanitation reflects an overall increase of \$929,000, or 3.9%, primarily due to increases in personnel and operating expenditures
 for enhanced staffing and services proposed for FY 2024, as well as increases in residential solid waste bulk and recycling services
 attributed to increases in rates for services provided.
- Building reflects an overall increase of \$916,000, or 5.1%, primarily due to increases personnel expenditures resulting from applicable
 merit and cost of living adjustment increases and increases in the City's premiums for health and life insurance for all City employees
 budgeted in FY 2024, as well as increases in operating expenditures based on anticipated department needs in FY 2024.
- Parking reflects an overall increase of approximately \$6.4 million, or 13.7%, primarily due to an increase in the budgeted set aside
 for reserves for future projects that is based on projected revenues in excess of expenditures for FY 2024 and vehicles, machinery, and
 equipment scheduled for replacement in FY 2024.
- The Convention Center Fund reflects an overall increase of \$16.3 million, or 55.3%, primarily due to the number of events anticipated for FY 2024, resulting in an increase in projected personnel and operating expenditures necessary to host these events, as well as increases in internal services and capital expenditures for ancillary services and equipment needed and an increase in the budgeted set aside for future renewal and replacement of Convention Center capital assets that is based on projected revenues in excess of expenditures for FY 2024.

FY 2024 INTERNAL SERVICE FUNDS BUDGETS

The City accounts for goods and services provided by one department to other departments citywide on a cost reimbursement basis as Internal Service Funds. Central Services, Facilities and Fleet Management, Information Technology, Risk Management, Medical and Dental, and the Office of the Inspector General comprise this category of proprietary funds. The FY 2024 budgets for the Internal Service Funds total \$132.1 million, which is an increase of approximately \$9.7 million, or 7.9%, over the adopted FY 2023 budgets for the Internal Service Funds totaling \$122.4 million, primarily due to the following:

• The Medical and Dental Fund budget increased by approximately \$3.7 million, or 8.0%, primarily due to projected increases in paid medical and prescription claims based on current year actuarial projections and claims experience.

FY 2024 INTERNAL SERVICE FUNDS BUDGETS CONT'D

- Fleet Management reflects an overall increase of approximately \$2.2 million, or 12.3%, primarily due to vehicles and equipment that are scheduled for replacement in FY 2024 per Fleet Management using cash instead of debt financing which would reduce the City's future borrowing costs and establish a recurring source of funding for the replacement of future vehicles and equipment.
- Information Technology reflects an overall increase of \$74,000, or 0.4%, primarily due to increases in personnel services expenditures resulting from applicable merit and cost of living adjustment increases and increases in the City's premiums for health and life insurance for all City employees that are budgeted in FY 2024 that are partially offset by decreases in operating expenditures based on anticipated department needs.
- Risk Management reflects an overall increase of approximately \$2.9 million, 12.1%, primarily due to projected increases in the renewal rates across most lines of insurance, including windstorm and flood, for the City's existing capital assets, and increases in workers compensation and liability payments based on claims experience and actuarial projections.
- Facilities Management reflects an overall increase of \$697,000, or 5.8%, primarily due to increases in operating expenditures for additional iguana remediation services approved by the City Commission mid-year in FY 2023, holiday lighting maintenance, janitorial services, and general and preventive cyclical maintenance for the City's facilities.
- The Office of the Inspector General reflects an overall decrease of \$2,000, or 0.1%, primarily due to the re-allocation of some of the department's existing positions between its different funding sources and decreases in charges from other Internal Service departments based on usage.
- Central Services reflects an overall increase of \$136,000, or 13.0%, primarily due to vehicles, machinery, and equipment that are scheduled for replacement in FY 2024, as well as increases in personnel services expenditures resulting from applicable merit and cost of living adjustment increases and increases in the City's premiums for health and life insurance for all City employees that are budgeted in FY 2024.

Internal Service costs are completely allocated to the General Fund and Enterprise Fund departments, as well as Special Revenue Funds. The Risk Management Fund, however, reimburses the General Fund for the cost of legal services provided.

USE OF ONE-TIME REVENUES FOR RECURRING EXPENDITURES

The City's current policy regarding the use of one-time revenues states that "the City of Miami Beach will use one-time, non-recurring revenue for capital expenditures or one-time expenditures and not subsidize recurring personnel, operations, and maintenance costs." The FY 2024 budgets for the Building and Sanitation Funds require the use of fund balance for recurring operating expenditures as set forth in the proposed budgets presented for FY 2024.

As a result, it is recommended that the Mayor and City Commission waive this policy, as adopted by Resolution No. 2006-26341, providing for the one-time use of fund balance to be utilized for the FY 2024 Building and Sanitation Funds budgets for recurring personnel, operations, and maintenance costs. During the upcoming fiscal year, the Administration will continue to explore and recommend further actions to ensure that these funds move toward being structurally balanced.

POSITION TRENDS

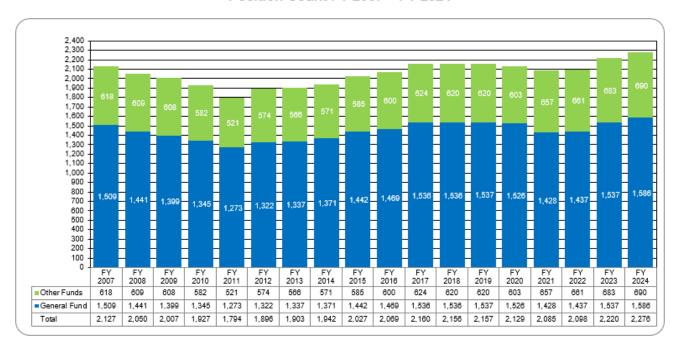
Based on the recommended enhancements detailed above for FY 2024, as well as the enhancements that were approved mid-year in FY 2023, the proposed full-time position count is 56 positions, or 2.5%, more in FY 2024 than in FY 2023, as summarized in the chart below, which is comprised of 36 additional public safety positions and 20 non-public safety positions.

Public safety positions include 12 full-time positions in the Police Department to immediately address the increasing need for traffic mitigation and enhance data collection and reporting, 4 full-time Park Ranger positions to address the homeless situation in the City's parks, the conversion of 9 part-time Park Ranger positions to 9 full-time positions, plus 5 additional full-time Park Ranger positions, to enhance public safety citywide, including the beachwalk, 2 full-time sworn Fire positions for training and special events, and the conversion of part-time Lifeguard positions to 4 full-time positions to enhance coverage.

POSITION TRENDS CONT'D

Non-public safety positions include the addition of a new Homeless Outreach Team (4 full-time positions), the conversion of part-time Parking positions to 7 full-time positions based on increased Parking operations, 3 positions for the creation of a centralized Records Management Program, and 6 additional full-time positions across various operational and administrative departments to address increased operations.

Position Count FY 2007 - FY 2024



CAPITAL BUDGET

The City's annual Capital Budget contains capital project commitments appropriated for Fiscal Year 2024. Preparation of the Capital Budget occurred simultaneously with the development of the FY 2024 – 2028 Capital Improvement Plan (CIP) and FY 2024 Operating Budget.

Projects will address many needs across different areas of the City including neighborhood enhancements such as landscaping and sidewalk restoration; traffic calming; roadway and bridge resurfacing and reconstruction; water, sewer, and drainage system improvements; park construction, renovations, and upgrades; renovation of seawalls; parking lot and garage renovations; and construction/renovations of public facilities. A detailed listing of all capital projects is provided in the Proposed FY 2024 – 2028 Capital Improvement Plan & FY 2024 Capital Budget document. The Capital Budget for FY 2024 will be appropriated on October 1, 2023.

For a detailed listing of all capital projects and additional information, refer to the Capital and Debt Section of this document.

GENERAL OBLIGATION BOND (2019) PROJECTS

On November 6, 2018, the citizens of the City of Miami Beach voted in favor of issuing \$439 million in General Obligation bonds ("G.O. Bonds") to 57 projects which would:

- Improve the City's police, fire, and public safety facilities, in addition to equipment, technology, and lighting to improve security throughout the City 11 projects totaling \$36,406,000 have already been issued
- Improve the City's parks, recreational and cultural facilities, inclusive of playgrounds, baywalks, beachwalks, waterways, landscaping, equipment, lighting, security, and parking related to such facilities 19 projects totaling \$86,733,000 have already been issued
- Improve the City's neighborhoods and infrastructure, including storm water and flooding mitigation projects, sidewalk and street renovation and repairs, protected bicycle lanes, pedestrian paths, landscaping, and lighting – 8 projects totaling \$28,000,000 have already been issued
- Realignment of 14 tranche 1 projects based on cashflow projections

It is important to note that the total original budget for each project will remain the same over the life of the G.O. Bond program. This revised plan only adjusted the timing of funding for the affected projects.

ARTS & CULTURE GENERAL OBLIGATION BOND (2023) PROJECTS

On November 8, 2022, the voters of the City of Miami Beach approved the issuance of a not to exceed amount of \$159,000,000 in Arts & Culture General Obligation Bonds (GOB) for improving facilities for resiliency of arts and cultural institutions throughout the City, including museums, performance venues, artistic playgrounds, senior/cultural centers, botanical garden, aquatic sculpture park, and related artist/workforce housing (21 projects in total). At the March 31, 2023 Finance and Economic Resiliency Committee (FERC) meeting, the Committee heard input from staff and various grantees. The Committee approved a recommendation for the Arts & Culture GOB Tranche 1 of \$101,700,000. At the June 28, 2023 Commission meeting, the Commission approved the issuance of Tranche 1 not to exceed the amount approved by the FERC. Tranche 1 includes both tax-exempt Series 2023A (Fund 394) and taxable Series 2023B (Fund 395) debt. Appropriation of the funds for Tranche 1 was approved at the July 26, 2023 City Commission meeting.

Enhancement/Reduction Request			Year 2	Positions		_	Be entire to a
	Requestea	Recommended	Impact Recommended	FT	PT	Program	Description
GENERAL FUND							
CITYWIDE							
Transfer to Capital PAYGO for 100 Lincoln Road Improvements Project (One-Time)	\$3,000,000	\$3,000,000	\$ 0			Multiple Programs	One-time contribution of \$3.0 million to the Capital PAYGO Fund, plus an additional \$1.0 million that will be funded from the City's utility funds for a total of \$4.0 million for proposed improvements on the 100 block of Lincoln Road, including upgraded water and sewer infrastructure, pedestrian and streetscape improvements to enhance public safety and public beach access as part of the redevelopment project to be constructed by the owners of the Ritz Carlton and Sagamore hotels.
							This enhancement request is being submitted for consideration in the FY 2024 budget based on the recommendation of the Finance & Economic Resiliency Committee at its July 21, 2023 meeting.
Transfer to Capital PAYGO for Monument Island Restoration Project (One-Time)	\$1,121,000	\$1,121,000	\$0			Multiple Programs	One-time contribution of approximately \$1.1 million to the Capital PAYGO Fund for the proposed restoration of Monument Island. This enhancement request is being submitted for consideration in the FY 2024 budget based on the recommendation of the Finance & Economic
							Resiliency Committee at its July 21, 2023 meeting.
Transfer to Capital PAYGO for Recommended FY 2024 Capital Projects (One-Time)	\$860,000	\$860,000	\$O			Multiple Programs	One-time contribution to the Capital PAYGO Fund based on reduction in projected FY 2023 Resort Tax revenues as of June 2023 for capital projects that were recommended for funding in the FY 2024 capital budget as presented at the July 21, 2023 Finance and Economic Resiliency Committee meeting.
Transfer to South Beach Quality of Life (QOL) Capital for Recommended FY 2024 Capital Projects	\$36,000	\$36,000	\$0			Multiple Programs	One-time contribution to the Capital PAYGO Fund based on reduction in projected FY 2023 Resort Tax revenues as of June 2023 for capital projects that were recommended for funding in the FY 2024 capital budget as presented at the July 21, 2023 Finance and Economic Resiliency Committee meeting.

Enhancement/Reduction	Requested	Recommended	Year 2	Positions		_	
			Impact Recommended	FT	PT	Program	Description
Allocation to Certain Committees for Community Events and Outreach (One-Time)	\$70,000		\$ O			Grants & Contributions	Allocation in the amount of \$10,000 for each of the committees noted below for community events and outreach: Black Affairs Advisory Committee Quality Education Committee LGBQIA+ Committee Commission for Women Hispanic Affairs Committee Human Rights Committee Disability Access Committee This enhancement request is being submitted for consideration in the FY 2024 budget based on a referral by the City Commission on February 1, 2023 to the Finance & Economic Resiliency Committee.
The Miami ERUV Council Grant Contribution (One-Time)	\$73,000		\$ O			Grants & Contributions	Grant in the amount of \$72,500 to Miami Beach ERUV, to offset the costs related to maintenance and repairs of the portions of the ERUV line located on the City's public right of ways, in furtherance of the City's interest in ensuring the safety of structures installed in the public right of way. This enhancement request is being submitted for consideration in the FY 2024 budget, as approved for funding in FY 2023 at the February 1, 2023 City Commission meeting through Resolution No. 2023-32476.
Hispanic Heritage Festival Matching Grant (One-Time)	\$1 <i>5</i> ,000		\$0			Grants & Contributions	Matching grant in the amount of \$15,000 for the Hispanic Heritage Festival. This enhancement request is being submitted for consideration in the FY 2024 budget, as approved for funding in FY 2023 at the February 22, 2023 City Commission meeting through Resolution No. 2023-32502.

Enhancement/Reduction	Requested	Recommended	Year 2 Impact Recommended	Positions		D	P
				FT	PT	Program	Description
Pelican Harbour Seabird Station Sponsorship (One-Time)	\$15,000		\$O			Grants & Contributions	The Pelican Harbor Seabird Station in North Bay Village has received funding through the competitive Miami Beach Rising Above Grant Program in the 2017, 2019, and 2022 grant cycles. The grant program will be opened for applications in the summer of 2023 with awards in the fall of 2023. Pelican Harbor Seabird Station's past project highlights have included hundreds of patients picked up by wildlife ambulance or volunteers within the city limits of Miami Beach and transferred to hospital for treatment and release; public bird releases held on Miami Beach, including the release of a Pelican, Yellowstone Osprey, and Downy Woodpecker; Operation Rescue trainings to instruct on how to safely handle injured wildlife; community outreach and education at Miami Beach events; and Miami Beach school presentations. This enhancement request for funding is being submitted for consideration in the FY 2024 budget as referred by the Finance and Economic Resiliency Committee at its May 24, 2023 meeting.
Musician Nicole Henry's Free 2023 Summer Concert Sponsorship (One-Time)	\$50,000		\$ O			Grants & Contributions	Sponsorship for musician Nicole Henry's Free 2023 Summer Concert in the City of Miami Beach. International jazz vocalist Nicole Henry has developed a South Florida following since starting her singing career on Miami Beach in 2001, then quickly being named "Best Solo Musician" by the New Times in 2002. Ms. Henry also has a national and international fanbase, having toured twenty (20) countries and released eight (8) albums. Nicole Henry's audience has followed her from The Palms Hotel, to Jazid, upstairs at the Van Dyke, The Deering Estate, The White Party, Unity on the Bay, Fairchild Tropical Gardens, Jazz in the Gardens, Arsht Center and seven years performing at the Colony. On November 8, 2022, Nicole Henry held her 9th Annual Winter Concert at the Colony Theatre, a fundraising event for both Save Foundation and Miami Music Project. This enhancement request for funding is being submitted for consideration in the FY 2024 budget as referred by the Finance and Economic Resiliency Committee at its May 24, 2023 meeting.

Enhancement/Reduction	Requested	Recommended	Year 2 Impact Recommended	Positions		D	P
				FT	PT	Program	Description
Programming for Various Entities (One-Time)	\$921,000		\$ O			Grants & Contributions	On February 1, 2023, the City Commission directed the Administration to determine the feasibility and cost of retaining musicians and artists such as Cuban singer/songwriter Albita Rodriguez, singer-songwriter Mordechai Shapiro, rapper "Vanilla Ice," blues singer Sam Moore, musician David Byrne, Artist Matisyahu to activate programming in the City. Staff has performed due diligence and conducted research as to availability and cost for the various proposed artists. The costs depicted are for the artist fee only, unless noted, inclusive of production and artist rider fees. The range of these costs are between \$646,000 and \$921,000. This enhancement request for funding is being submitted for consideration in the FY 2024 budget as referred by the Finance and
Event Production Inspired by "Savor the Summit" on Ocean Drive (One-Time)	\$75,000		\$ O			Grants & Contributions	Economic Resiliency Committee at its May 24, 2023 meeting. Large-scale communal dining events have become popular in the last decade with events focusing on community engagement, celebrating the culinary arts and reinvigorating local tourism and economic development. The Administration has had high-level conversations with representatives of the GMCVB executive staff regarding engaging their partnership in creating an event similar to Savor the Summit on Ocean Drive. This enhancement request for funding is being submitted for consideration in the FY 2024 budget as referred by the Finance and Economic Resiliency Committee at its May 24, 2023 meeting.
South Pointe Elementary Soccer Field (One- Time)	\$50,000		\$O			Grants & Contributions	City contribution to replace the current field at South Pointe Elementary that is in disrepair with an artificial turf soccer field as requested by the Friends of South Pointe Elementary (FOSPE, Inc.), a non-profit that raises money for South Pointe Elementary. The total estimated cost for this project is \$160,000, of which FOSPE, Inc. is requesting a \$50,000 contribution from the City. FOPSE, Inc. has received other funding from private donors. This request is being submitted for consideration in the FY 2024 budget based on discussion at the June 29, 2023 Finance and Economic Resiliency Committee meeting.

-1 ./-1 .:			Year 2	Posi	tions	_	
Enhancement/Reduction	Requested	Recommended	Impact Recommended	FT	PT	Program	Description
FACILITIES AND FLEET MANAGEMENT							
O Cinema Digital Cinema Package Equipment Purchase and Installation (One- Time)	\$75,000	\$75,000	\$O			Multiple Programs	O Cinema currently lacks the necessary Digital Cinema Package (DCP) equipment required to showcase films from larger distributors. This limitation has restricted their ability to screen a wide range of films. To address this challenge, O Cinema has approached the City with a funding request to install DCP equipment. Through this funding request, O Cinema would have access to and use of this equipment during the term of their lease agreement. This enhancement request for funding is being submitted for consideration in the FY 2024 budget based on the recommendation of the Finance and Economic Resiliency Committee at its June 29, 2023 meeting.
Monument Island Lighting Project (One-Time)	\$150,000	\$150,000	\$0			Grants & Contributions	One-time City contribution as a dollar for dollar grant match to the Miami Design Preservation League (MDPL) for a lighting project proposed on Monument Island, which will include projection mapping and illumination of the Monument Island obelisk, to celebrate the upcoming Art Deco Centennial in 2025 based on the recommendation of the Finance and Economic Resiliency Committee at its July 21, 2023 meeting.
FINANCE							
Community Schoolyard at Biscayne Elementary (One-Time)	\$70,000	\$70,000	\$325,000			Education	This enhancement would allow for the pursuit of a partnership with the Trust for Public Land Organization for a community schoolyard at Biscayne Elementary, provided Miami Dade County Schools supports this partnership. Phase I and Phase II between \$50,000 and \$70,000. Phase III would require approximately \$325,000 which excludes any stormwater considerations, and as much as \$2 million with stormwater components. The process takes about 15-18 months to complete. TPL is committed to raising private funds to support student engagement and participatory design for Phase I and Phase II. They also will work with local partners to explore other opportunities for private investment in capital improvements. This enhancement request is being submitted for consideration in the FY 2024 budget as adopted by the City Commission on March 27, 2023, through Resolution No. 2023-32551.

-1 -6-1 -1			Year 2	Posi	tions	_	
Enhancement/Reduction	Requested	Recommended	Impact Recommended	FT	FT PT Progra		Description
FIRE		I			ı		
Fire Rescue Transport Gator (One-Time)	\$82,000	\$82,000	\$O			Public Safety	This request is for an all-terrain rescue vehicle that can reach people in hard-to-access areas, such as the middle of a park, a crowded Lincoln Road on Halloween, or a crowded Art Deco Cultural District. This vehicle will feature an enclosed patient area that will allow first responders to provide care in a private, climate controlled setting. The enclosed vehicle will protect the medical crew and patients from harsh weather conditions, such as rain or extreme temperatures. It will also shield them from debris, sand dust, and other hazards that may cause injury or discomfort while also reducing the risk of violation of privacy from media.
MARKETING & COMMUNICATIONS							
Arts and Culture General Obligation (G.O.) Bond Documentary Production (One-Time)	\$25,000	\$25,000	\$25,000			Multiple Programs	This annual request of \$25,000 for up to 3 years is to provide the Marketing and Communications Department with funding for specialized services to facilitate the production of a documentary to highlight the Arts and Culture General Obligation (G.O.) Bond approved by the voters of the City of Miami Beach on November 8, 2022 as adopted by the City Commission on June 28, 2023.
PLANNING					ı		
City of Miami Beach Historic District Survey (One-Time)	\$300,000		\$ O			Land Use Boards	This enhancement request is being submitted for consideration in the FY 2024 budget based on the Historic Preservation Board's February 14, 2023 motion to consider allocating additional funding to the Planning Department for the purpose of updating the historic districts surveys. This request will fund a comprehensive architectural survey of approximately 2,055 buildings within eleven (11) of the City's local historic districts and review of all previous surveys on file with the Planning Department. The County, thru home rule, established the need for municipalities to update the survey of eligible historic resources from time to time. The City has not reassessed the entire document in over 20 years and an up to date survey will support the City's position to protect the branding and historic resources it is known for. The updated survey will be conducted in accordance with the Planning Department's survey standards and survey data will be compiled in a manner that can be incorporated into a spatial database. The results of the survey shall be compiled in a report that presents historical research and summarizes the overall survey effort.

			Year 2	Posi	tions			
Enhancement/Reduction	Requested	Recommended	Impact Recommended	FT	PT	Program	Description	
POLICE								
Police Training Facility Trailer (One-Time)	\$115,000	\$115,000	\$ O			Multiple Programs	Now that the K-9 unit has a designated site for training, an integral item missing is a secure building to: 1- Safely store equipment 2- Host weekly trainings and classes 3- Aide in training for building searches 4- Provide a safe, cool, covered area for K-9s to cool down between training scenarios and, 5- Create an area suitable to host special events for the community *There are a number of construction options available to the department including a non-invasive trailer style, container home style, or traditional style construction. All could suit the needs of the K-9 unit to bring the training site up to industry standard.*	
Estimated Internal Services Impact	\$0	\$0	\$0					
TOTAL GENERAL FUND	\$7,103,000	\$5,534,000	\$350,000	0	0			

F. 1 ./D 1 .:			Year 2	Posi	tions	_	2
Enhancement/Reduction	Requested	Recommended	Impact Recommended	FT	PT	Program	Description
ENTERPRISE FUNDS PUBLIC WORKS SANITATION							
Multi-Hog Sweeper/Cleaner (One-Time)	\$161,000	\$161,000	\$0			Parking	Currently, the Sanitation Division of the Public Works Department manages cleaning of the Parking Department's surface lots throughout the City with only one multi-hog sweeper/cleaner. This enhancement is being requested for the purchase of one additional multi-hog sweeper/cleaner that will allow ground crews to remove litter, trash, sand, and organic material much more efficiently and expeditiously, as well as serve as a back-up for the other multi-hog sweeper/cleaner if the need arises.
PUBLIC WORKS SEWER							
Emergency Portable 240 KW Backup Generators (One-Time)	\$600,000	\$300,000	\$ O			Sewer Pump Stations	The Sanitary Sewer Division of the Public Works Department currently has eleven sewer stations without a permanent standby generator. These emergency portable 240 KW backup generators provide backup power to the sewer pump stations in the event of an FPL outage and hurricane events citywide. Currently, the Sanitary Sewer Division has three 240 KW back-up generators available. This request is to fund the purchase of an additional four generators in FY 2024 as part of the Sewer Division's multi-year plan to acquire eight generators that are needed citywide.
10-Inch and 6-Inch Sewer Bypass Pumps (One-Time)	\$600,000	\$300,000	\$0			Sewer Pump Stations	The Sanitary Sewer Division of the Public Works Department currently has five temporary by-pass pumps, of which three are 6-inch and one is a 12-inch bypass pump. These emergency portable by-pass pumps connect to the sewer pump stations in the event of an FPL outage or hurricane events and prevent station down time to ensure constant flow of the sewer system. This request is to fund the purchase of an additional eight 6-inch pumps and one 10-inch pump in FY 2024 as part of the Sewer Division's multi-year plan to acquire fifteen by-pass pumps needed citywide to provide additional capacity and redundancy in the event of sewer station failures.
Ford F-550 Truck Utility Bed with Crane (One-Time)	\$125,000	\$125,000	\$0			Sewer Pump Stations Maintenance and Repair	This Ford F-550 vehicle with utility bed and crane will be primarily used in the maintenance and repair of sewer pump stations Citywide. The Sanitary Sewer Division currently has one of these vehicles to cover the entire City. By procuring an additional vehicle, the Sewer Division will be able to improve operational efficiency and station down time by dividing the City into North/South zones, each with a dedicated vehicle.

			Year 2	Posi	tions		
Enhancement/Reduction	Requested	Recommended	Impact Recommended	FT	PT	Program	Description
PUBLIC WORKS STORM WATER							
Emergency Portable Backup Generators (One-Time)	\$500,000	\$500,000	\$ O			Stormwater Maintenance Repair	The Stormwater Division of the Public Works Department currently has two 350 KW emergency back-up generators that are used on Sunset Islands 3 and 4. These portable emergency 350 KW backup generators provide backup power to the stormwater pump stations in the event of an FPL outage and hurricane events to prevent flooding. Based on current operational needs throughout the City, this enhancement is being requested to fund the purchase of one additional 350 KW generator and one 500 KW generator to provide power to stormwater pump stations, if needed, anywhere in the City in the event of an FPL outage and/or hurricane event. If this enhancement is approved, the budget for emergency rental will decrease by \$172,000.
Variable Frequency Drive Replacements (One-Time)	\$300,000	\$300,000	\$0			Stormwater System Management	Most of the Stormwater pump stations are equipped with variable frequency drives (VFDs) or soft starters to adapt the efficiency of the pumps to flow variations. However, the City has been facing issues with this equipment due to the instant response required from the pumps when there are heavy rain events, as well as issues related to surge and overheating of the cabinets. This often results in the complete inability one or more pumps at a given Stormwater station to function properly resulting in a high risk of flooding and costly repairs. As a result, this enhancement is being requested to upgrade the electrical components of the existing Stormwater pump stations with a more reliable solution.
TOTAL ENTERPRISE FUNDS	\$2,286,000	\$1,686,000	ŚO	0	0	-	

-1 ./- 1 ./-			Year 2	Posi	tions	_	
Enhancement/Reduction	Requested	Recommended	Impact Recommended	FT	PT	Program	Description
SPECIAL REVENUE FUNDS							
TOURISM & CULTURE							
Relaunch of Sleepless Nights (One-Time)	\$100,000		\$ O			Cultural Arts Council	Sleepless Nights was a collaboration of all the City's major cultural institutions, theaters, galleries, and arts organizations, as well as hotels, shops, nightclubs, restaurants, and individual artists and presenters. From dance performances and sculpture gardens to live bands and street parades, Sleepless Night was a free, 13-hour, innovative cultural affair which started at 6:00 p.m. on a Saturday evening in the fall season until sunrise at 6:00 a.m. Sunday. Free public transportation connected the four major zones of activity in the City, which were North Beach, Collins Park, Lincoln Road, and Ocean Drive. This item was discussed at the March 31, 2023 Finance and Economic Resiliency Committee (FERC) meeting with an update to be heard at the May FERC meeting. If recommended, this event would not take place until potentially FY 2025 or FY 2026.
TRANSPORTATION & MOBILITY DEPAR	RTMENT						
Beachwalk Safety Enhancements (One-Time)	\$200,000	\$200,000	\$0			Traffic Operations	Implementation of signage and pavement markings along the Beachwalk from South Pointe Drive to 87th Terrace consisting of the same signage and pavement markings as the existing Beachwalk pedestrian safety pilot project from 15th Street to 24th Street.
Traffic Signal Optimization Pilot Project (One-Time)	\$300,000	\$300,000	\$ O			Traffic Operations	Using state-of-the-art software to optimize traffic signal coordination is essential to ensure traffic progression and flow along major thoroughfares in the City and to help manage traffic congestion more efficiently and effectively. This enhancement request is to fund a pilot project utilizing state-of-the-art traffic signal optimization software to optimize traffic signal timing and coordination along a major corridor (assuming 10 signalized intersections), which includes the optimization services and purchase and installation of electronic data collection devices (CCTV cameras) at all signalized intersections within the pilot corridor.

transportation for residents, visitors, and workforce using waterwork between the City of Miami Beach and the City of Miami. Based of information received from Poseidon Ferry LLC, which operated fer service between the City of Miami Beach and the City of Miami information received from Poseidon Ferry LLC, which operated fer service between the City of Miami Beach and the City of Miami information received from Poseidon Ferry LLC, which operated fer service between the City of Miami Beach and the City of Miami information received from Poseidon Ferry LLC, which operated fer service between the City of Miami Beach and the City of Miami information received from Poseidon Ferry LLC, which operated fer service between the City of Miami Beach and the City of Miami Beach and the City of Miami information received from Poseidon Ferry LLC, which operated fer service between the City of Miami Beach and the City of Miami Be	Ful	D	B	Year 2	Posi	tions	D	Do contrations
transportation for residents, visitors, and workforce using waterwork between the City of Miami Beach and the City of Miami. Based of information received from Poseidon Ferry LLC, which operated fer service between the City of Miami Beach and the City of Miami information received from Poseidon Ferry LLC, which operated fer service between the City of Miami Beach and the City of Miami information received from Poseidon Ferry LLC, which operated fer service between the City of Miami Beach and the City of Miami information received from Poseidon Ferry LLC, which operated fer service between the City of Miami Beach and the City of Miami information received from Poseidon Ferry LLC, which operated fer service between the City of Miami Beach and the City of Miami Beach and the City of Miami information received from Poseidon Ferry LLC, which operated fer service between the City of Miami Beach and the City of Miami Be	Enhancement/Reduction	Kequested	Recommended	-	FT	PT	Program	Description
vessels at a 30-minute headway would be approx. \$1.2 million. this enhancement would provide a 50% subsidy for the operation	, ,	\$600,000	\$600,000	\$ O				Saturday. The Administration believes that for ferry service to be a successful and convenient transit option, headways should be 30 minutes or better. Assuming the same operational cost and business model as Poseidon Ferry LLC, the annual cost of providing full turnkey ferry service with two vessels at a 30-minute headway would be approx. \$1.2 million. Thus, this enhancement would provide a 50% subsidy for the operation of such water taxi service as adopted by the City Commission on June 28,

TOTAL SPECIAL REVENUE FUNDS	\$1,200,000	\$1,100,000	\$0	0	0
TOTAL ALL FUNDS	\$10,589,000	\$8,320,000	\$350,000	0	0



-1 -4-1 -1				Year 2	Posi	tions	_	_	
Enhancement/Reduction	Fund	Requested	Recommended	Impact Recommended	FT	PT	Program	Sponsor	Description
GENERAL FUND CITY ATTORNEY									
Full-Time Office Associate IV Position	General Fund	-\$64,000	-\$64,000	-\$80,000	-1		Administration		Eliminate one (1) full time Office Associate IV within the City Attorney's Office based on department efficiencies identified
CITY CLERK									
Citywide Records Management Program	General Fund	\$295,000	\$295,000	\$367,000	3		Multiple Programs	Presented by the Administration	This request is for the addition of 3 full-time positions in the Office of the City Clerk to oversee and manage a centralized records management program for all City departments. The 1 Records Center Manager and 2 Records Management Specialist positions will manage records for City vendors, implement records management procedures, and provide departmental training, as well as coordinate records management processes and functions regarding retention and destruction of records.
CITY MANAGER									
Miami-Dade County Legislative Consulting Services	General Fund	\$84,000		\$0			Multiple Programs		The City is not currently represented by Legislative Consultants at the County level; however, the City does use lobbyist services at the State and Federal level. The County Legislative Consultant would represent the City before the County Commission and other County boards and could assist the City in identifying, applying for, and receiving competitive grants, earmarks, and other discretionary funding. This enhancement request is being submitted for consideration in the FY 2024 budget based on Resolution No. 2023-32536 adopted by the City Commission on March 27, 2023.
Full-Time Public/Private Partnership Program Director Position	General Fund	\$176,000	\$176,000	\$221,000	1		Administration	Presented by the Administration	This request is for a full-time position to be responsible for the Public Private Partnerships ("P3") by attracting private capital investment to the City of Miami Beach by facilitating and participating in meetings regarding business development, redevelopment, and development matters. This position will assist in negotiations regarding development agreements as well as loans or contracts related to real estate, development, and/or other private sector investment. This position will also be responsible for implementing and administering development agreements that will allow the City to acquire and/or redevelop underutilized properties to generate and maximize revenue opportunities including tax revenue per the recommendation of the City Commission at its June 28, 2023 meeting.

-1 ./- 1.4				Year 2	Posi	tions	_	_	
Enhancement/Reduction	Fund	Requested	Recommended	Impact Recommended	FT	PT	Program	Sponsor	Description
Transfer to General Fund Operating Reserve	General Fund	\$11,089,000	\$3,028,000	\$3,028,000			Multiple Programs	Comply with City's Financial Policies	This enhancement would fully-fund the General Fund reserve, based on the policy set forth in Resolution 2019-30954, which set a required reserve for emergencies of 17% and an additional reserve for contingences of 8%, for a total reserve target of 25% of the preliminary General Fund annual operating budget. Currently funded - \$95.7 million Estimated Incremental amount needed - \$11.0 million Based on projected funding available for FY 2024, it is recommended
Transfer to PAYGO / Capital Reserve	General Fund	\$12,728,000	\$978,000	\$978,000			Multiple Programs	Comply with City's Financial Policies	that approximately \$3.0 million be allocated as a budget stabilization reserve. Pursuant to Resolution No. 2006-26341 adopted by the City Commission on September 21, 2006, the City of Miami Beach shall have a goal to fund at least 5% of the General Fund Budget for capital needs as a permanent part of the budget. This enhancement will allow for the City to fund a portion of this goal that will provide funding for existing capital project gaps. 5% Target for FY 2023 - \$19.1 million Amount budgeted in FY 2023 - \$6.5 million
Living Wage Increase	General Fund	\$107,000	\$107,000	\$107,000			Multiple Programs	Presented by the Administration	This enhancement increases the total minimum living wage rate from the current rate of \$15.61 per hour, including health benefits, to \$16.08 per hour, including health benefits, effective January 1, 2024. The proposed increase is comprised of a 3% increase in the living wage rate and 3% increase in the health benefits rate.
Replacement of General Fund Vehicles using Cash	General Fund	\$4,345,000	\$4,345,000	\$4,345,000			Multiple Programs	Presented by the Administration	This enhancement would fund the scheduled replacement of General Fund vehicles using cash instead of debt financing, which would reduce the City's future borrowing costs and establish a recurring source of funding for the replacement of future General Fund vehicles and equipment.
League Against Cancer, Inc. Grant for Mobile Mammogram Screening Services	General Fund	\$50,000		\$0			Grants & Contributions	Commissioner Fernandez	City contribution to the League Against Cancer, Inc. to fund the operations of a mobile mammogram screening truck in the City of Miami Beach as adopted by the City Commission on June 28, 2023 to be considered as part of the FY 2024 budget.

				Year 2	D:	tions			
Enhancement/Reduction	Fund	Requested	Recommended	Impact			Program	Sponsor	Description
				Recommended	FT	PT			
Economic Development Marketing and Public Relations	General Fund	\$150,000	\$100,000	\$100,000			Economic Development	Presented by the Administration	The City has now taken on a broader economic development role including targeted business attraction and retention, working more closely with our public and private sector partners, and developing an enhanced marketing and public relations campaign to promote Miami Beach as a business destination. Communicating with the appropriate audience is critical to being successful in efforts to recruit businesses, innovators, and investors. Creation and promotion of a distinct brand and collateral for Miami Beach that aids in business expansion, retention, and increases support and awareness from the business community will focus Miami Beach's economic development conversation for attraction of corporations, communicate with our business community, cultivate entrepreneurs, and retain and attract a highly educated, and skilled workforce.
Additional Economic Development Promotions	General Fund	\$235,000	\$235,000	\$235,000			Economic Development	Presented by the Administration	The Economic Development Department has been encouraged to attend key local and national conventions and trade shows to market the City of Miami Beach as a desirable and profitable destination for businesses to relocate or conduct commerce. The Economic Development Department promotes City programs and incentives to increase awareness and retain and attract businesses, especially within the targeted industries. Additionally, it would be advantageous for the Department to coordinate and facilitate periodic business events to enhance business retention, attraction, thought leadership, and general engagement. •Tradeshow and Conference Modular 20x20 Booth maintenance -\$6,000 •Tradeshow Activation \$52,000 x 3 shows - \$1.56,000 •Quarterly Business Events and other Special Events - \$73,000
FACILITIES AND FLEET MANAGEMENT					l .	l .			
Additional Market Studies	General Fund	\$75,000	\$40,000	\$40,000			Management of City Real Estate Assets	Presented by the Administration	Requesting an increase to perform more market studies. Also, to pay for brokerage fees for properties that may become vacant and will need to be marketed and leased. Additionally, more on demand assessments such as feasibility studies for City properties. This request is in addition to \$11,000 that is currently included in the budget for market studies.
Enzo Gallo Mural Storage	General Fund	\$60,000	\$60,000	\$62,000			Management of City Real Estate Assets	Commissioners Fernandez and Rosen Gonzalez	Per Resolution No. 2022-32204 approved by the City Commission, the City has been tasked with assisting to store the Enzo Gallo murals until they have been reinstalled. The murals are currently being housed by the Miami Dade Preservation League. At this time, we have identified a warehouse location to store the murals, which will cost approximately \$5,000/month. Presently, there are no concrete plans to reinstall the murals which is why funding is being requested for the storage of these murals.
FINANCE									
Enhanced Secret Shopper Program	General Fund	\$8,000	\$8,000	\$8,000			Multiple Programs	Presented by the Administration	Increase in funding requested by the Office of the City Attorney for the Secret Shopper Café Index Program to enhance the existing Secret Shopper program.

5.1	- 1	B	B	Year 2	Posi	tions			Description
Enhancement/Reduction	Fund	Requested	Recommended	Impact Recommended	FT	PT	Program	Sponsor	резсприоп
FIRE			1	l					
Full-Time Fire Training Officer (Fire Lieutenant) Position	General Fund	\$182,000	\$182,000	\$236,000	1		Multiple Programs	Presented by the Administration	Additional full-time position in the Fire Department's Training Division to assist with increasing demands associated with scheduling and training functions including grants that have grown steadily, and as a result, an increase in the administrative duties of the training requirements for light technical Task Force members, marine operations, and those as required by the FEMA Training Program Administration Manual.
Full-Time Special Events Coordinator (Fire Lieutenant) Position	General Fund	\$152,000	\$152,000	\$236,000	1		Fire Prevention	Presented by the Administration	Additional full-time position in the Fire Department to address an increase in personnel, equipment, and assets, combined with special events, that has created a demand for services that cannot be efficiently met with the Fire Department's current staffing of 1 Special Events Coordinator.
Full-Time Fire Public Information Specialist Position	General Fund	\$73,000		\$0	1		Fire Administration & Emergency Management	Presented by the Administration	Due to the many events happening daily and the number of posts required to keep the community informed and engaged, this Public Information Specialist position will enhance the Marketing and Communications Department with a wide range of public relations activities on a large, complex, multi-faceted basis in a centralized function for the Miami Beach Fire Department. This position will also facilitate the Fire Department's accreditation.
Full-Time Fire Protection Analyst Position	General Fund	\$81,000		\$0	1		Fire Prevention	Presented by the Administration	Fire Plans review demand has increased requiring another Fire Protection Analyst position to assist with the review and inspection of all commercial permits for new construction. The demand levels are increasing and this position will assist in the review of plans submitted for new construction inspections of high-rise and complex structures to expedite plans reviews for Miami Beach Fire Department customers.
Miami Beach Life-Safety Institute of Fire and EMS ("MB LIFE") Grant Contribution	General Fund	\$10,000	\$10,000	\$10,000			Grants & Contributions	Commissioner Richardson	Grant in the amount of \$10,000 to Miami Beach Life-Safety Institute of Fire and EMS to be used for its Cadet Program, Miami Beach Fire Rescue Cadet Post #1510. This enhancement request is being submitted for consideration in the FY 2024 budget based on direction from the Finance and Economic Resiliency Budget Briefing on July 21, 2023.

	_			Year 2	Posi	tions			
Enhancement/Reduction	Fund	Requested	Recommended	Impact Recommended	FT	PT	Program	Sponsor	Description
HOUSING & COMMUNITY SERVICES									
Universal Rental Application Fee Reimbursement Grant Pilot Program MARKETING & COMMUNICATIONS	General Fund	\$25,000		\$0			Universal Rental Application Fee Reimbursement Grant Pilot Program	Commissioner Fernandez	Based on the discussion at the February 17, 2023, Finance and Economic Resiliency Committee meeting, the Office of Housing and Community Services is seeking to allow additional funding for the Universal Rental Application Reimbursement Grant Pilot Program. \$50,000 has been allocated to HOME Investment Partnership Program American Rescue Plan ("HOME-ARP") funds for households at or below 80% of Area Median Income ("AMI"). This current request of \$25,000 will financially assist households that fall between 81% to 120% AMI in paying the cost of their rental application fees. The reimbursement amount would not exceed \$500 per qualified household. To effectively manage the program and the influx of clients, the department proposes converting one (1) Case Worker II part-time position to a Case Worker II full-time position, and the Administration will continue exploring future grant options. HOME-ARP administrative funds would cover the salary and fringe costs for the enhanced position for two (2) years.
MARKETING & COMMUNICATIONS			l		1				.
Full-Time Social Media Specialist Position	General Fund	\$81,000		\$0	1		Public information/media relations	Presented by the Administration	In FY 2022, the City of Miami Beach's social media accounts garnered more than 30 million impressions, a 45% increase from FY 21 and over one million engagements, a 29.2% increase from FY 2021. More than 7,300 posts were published on city accounts in FY 2022 compared to 3,059 posts published in FY 2021. In addition, the accounts gained more than 30,000 followers, a 16.2% increase from FY 21. The Office of Marketing and Communications currently has one person managing 8 accounts across 4 channels (City Facebook, City Twitter, City Instagram, City Manager Twitter, City LinkedIn, MBFD Twitter, MBFD Facebook, MBFD Instagram). As the demand for different types of social media content continues to rapidly grow, this position will ensure that we are able to produce more successful and engaging content across all of our government channels.
Full-Time Permit Ombudsman Position for Neighborhood Affairs Division	General Fund	\$25,000	\$25,000	\$30,000	0.2		Neighborhood Affairs	Commissioners Richardson and Meiner	The proposed Neighborhood Affairs Coordinator will serve as a permitting ombudsman to assist residents as they navigate the permitting process across several departments. This position will assist residents with questions they have regarding the overall permitting process and assist with public outreach needs as necessary, while making internal departments aware of and suggesting ways to resolve process issues that are found within internal permitting systems. The position will further assist permitting departments with public feedback and will also further assist the right-of-way permitting process to ensure outreach is completed for utility work. This enhancement request is being submitted for consideration in the FY 2024 budget based on direction from the Finance and Economic Resiliency Committee Budget Briefing on July 21, 2023.

	_	_		Year 2	Posi	tions			
Enhancement/Reduction	Fund	Requested	Recommended	Impact Recommended	FT	PT	Program	Sponsor	Description
PARKS & RECREATION									Based on the need for increased public safety presence throughout the
								Per Dept., No	City, the addition of 9 Full-time Park Rangers and 1 Full-time Park Ranger Supervisor are being requested to cover the Beachwalk. 10 Park Rangers will be dedicated to 46th Street through 87th Terrace and will also spend time in Altos Del Mar Park, Bandshell Park and Allison Park.
Additional Full-Time Park Ranger Positions	General Fund	\$831,000	\$413,000	\$452,000	5		Park Ranger Program	Sponsor	This enhancement request is being submitted for consideration in the FY 2024 budget as discussed at the April 28, 2023 City Commission meeting.
									The recommended funding amount reflects the addition of 5 full-time positions recommended for FY 2024 to provide additional coverage citywide, including the beachwalk.
Full-Time Special Events Coordinator Position	General Fund	\$82,000	\$82,000	\$104,000	1		Special Events	Presented by the Administration	In addition to the numerous special events the Parks and Recreation Department hosts annually, the City has recently expanded its offerings to include large-scale special events such as the Soul Vegan Festival and Juneteenth events. Other City events include Spring Eggstravaganza, Black History, Jose Marti, several Kid Zone activations, Winter Wonderland, Hispanic Heritage, and Halloween Safe Night of Fright. The City is also focusing on prioritizing health and wellness, which has resulted in an increase in citywide activations and possibly a very large-scale event to attract sports tourism. As a result, this position will spearhead all these efforts for the City, including partnerships, communications, event execution, and more.
Additional Year-Round Part-Time Inclusionary Aide Positions (4)	General Fund	\$92,000	\$92,000	\$97,000		4	Special Population Programs	Presented by the Administration	Currently, the Parks Department has 7 part-time, year-round, Inclusionary Aide positions, of which 3 are grant funded. This enhancement request for 4 additional part-time, year-round, Inclusionary Aides is being requested to meet the growing demand of children with special needs enrolling in Parks programming. Through this enhancement, the department can provide children with special needs much needed one-on-one attention in year-round recreation programming with trained individuals. The Department currently has over 35 children with special needs enrolled in our year-round programs. In FY 2022, the department serviced 46 after-school participants, 55 summer camp participants, and included 20 social club participants. The Department is looking to expand the Special Abilities program offerings and needs trained individuals to carry out the programs such as adaptive ice skatting, social club, Special Olympics training and competitions, and weekly social club offerings.
Full-time MSW I (Athletic Field Specialist) Position	General Fund	\$49,000	\$49,000	\$62,000	1		Athletics	Presented by the Administration	Through this enhancement, the department can provide specialized field maintenance year-round to the City's sports fields. This position will assist with the preparation and maintenance of athletics facilities, including but not limited to practice and game fields for baseball, football, soccer, softball, intramural fields, and the football stadium and field layout/painting experience beneficial.

		_		Year 2	Posi	tions			
Enhancement/Reduction	Fund	Requested	Recommended	Impact Recommended	FT	PT	Program	Sponsor	Description
Part-Time Year-Round MSW I (Athletic Field Specialist) Position	General Fund	\$20,000	\$20,000	\$21,000		1	Athletics	Presented by the Administration	Through this enhancement, the department can provide specialized field maintenance year-round to the City's activity fields. This position will assist with the preparation and maintenance of athletics facilities, including but not limited to practice and game fields for baseball, football, soccer, softball, intramural fields, and the football stadium and field layout/painting experience beneficial.
Travel Soccer Program	General Fund	\$410,000		\$0	1	1	Athletics	Commissioners	The City's Parks and Recreation Department currently runs the Miami Beach FC Travel Soccer Program. This competitive travel soccer program consists of several teams in the U9-18 age groups. Some of the goals of this program is for participants to succeed on and off the field, further program player development, recruit new players, and to expand the club. Currently, the City's FY 2024 budget includes approximately \$81,000 for this program, which is partially offset by approximately \$65,000 in revenues projected to be collected. The City has received many requests from the community to increase its financial support and funding for capital and operating expenditures to elevate and enhance this existing program. This additional request of \$410,000 is to elevate, expand, and enhance the existing soccer program based on discussion at the April 28, 2023 City Commission meeting, which, if approved, is projected to be partially offset by an additional \$333,000 in revenue generated by the City from registration, coaching, and tournament fees for this program, resulting in a net projected impact of \$77,000 on the City's budget.
Gym Kidz, Inc. Gymnastic Instructional Services	General Fund	\$75,000		\$0			Athletics	Commissioner Rosen Gonzalez	City contribution to Gym Kidz, Inc. for gymnastic program instructional services in lieu of contractor increasing participant fees over and above the annual CPI increase stipulated in the agreement that is necessary to allow for the recruitment of coaches and instructors for operation of the program, which has been difficult since the beginning of the COVID pandemic. This enhancement request for funding is being submitted for consideration in the FY 2024 budget as discussed at the June 29, 2023 Finance and Economic Resiliency Committee meeting.

				Year 2	Posi	tions	_	_	
Enhancement/Reduction	Fund	Requested	Recommended	Impact Recommended	FT	PT	Program	Sponsor	Description
POLICE FUR Thermal Optics Solution	General Fund	\$36,000	\$36,000	\$36,000			Multiple Programs	Presented by the Administration	K-9 handlers are routinely deployed into low-light situations to search for subjects wishing to do harm. The thermal optics solution gives officer's a tactical advantage in these situations and serves as a liability mitigator when the subject can be identified from a safer distance, rather than when the K-9 darts into a dark area within 6 feet of the handler and back-up officers to make contact with the subject; often times causing injuries to the subject and opening the department to civil litigation.
Rapid DNA Testing Solution	General Fund	\$92,000	\$92,000	\$145,000			Multiple Programs	Presented by the Administration	The ANDE Analysis Instrument is a fully automated device with integrated data analysis and software. The instrument automatically performs sample-in to results-out processing and analysis of DNA. The return to this DNA program allows MBPD Detectives/Crime Scene Techs to receive DNA information within hours to solve high profile cases. This cost is for the refurbished instrument, chips, and consumables.
Full-Time Office Associate III (2) Positions for Data Collection and Reporting	General Fund	\$123,000	\$123,000	\$152,000	2		Multiple Programs	Commissioner Meiner	This request for 2 full-time Office Associate III positions is being submitted by the Police Department in order to facilitate the distribution of a daily arrest report, to the extent permitted by law, setting forth all arrests made, to include the primary crime charged and the area of the City associated with each arrest based on item discussed at the May 17, 2023 City Commission meeting. The FBI has made nationwide implementation of the National Incident-Based Reporting System (NIBRS) a top priority for law enforcement agencies because NIBRS can provide more useful statistics to promote constructive discussion, measured planning, and informed policing. For this reason, the Department needs these positions that will be trained to analyze data and review crime reports to comply with this transition. With current staff, the Department cannot keep pace with the transition of retired Uniform Crime Reporting data to NIBRS and incoming crime reports without additional personnel. With additional reporting requirements under NIBRS, these positions will ensure the Police Department can remain up to date to receive and report accurate crime data for proactive policing strategies and reporting procedures to City Administration and elected officials.
Police Mounted Patrol Unit	General Fund	\$1,327,000		\$0	5		Multiple Programs	Commissioner Fernandez	The MBPD deploys to over 10 major special events throughout the year in which crowd size is significant. Events such as Spring Break, Memorial Day, New Year's Eve, and Halloween pose a challenge to oversee. Horses facilitate surveillance of crowds at large events with line-of-sight advantages, are used for search and rescue, allow quicker access where vehicles cannot traverse, and many community policing benefits. This enhancement request is being submitted for consideration in the FY 2024 budget based on Resolution No. 2023-32478 adopted by the City Commission on February 1, 2023.

				Year 2	Posi	tions	_	_	D
Enhancement/Reduction	Fund	Requested	Recommended	Impact Recommended	FT	PT	Program	Sponsor	Description
Miami Beach Police Athletic League Counselor in Training Summer Work Program	General Fund	\$51,000	\$51,000	\$51,000			Grants & Contributions	Commissioner Richardson	Annual grant contribution in the amount of \$50,700 to the Miami Beach Police Athletic League (PAL) for expansion of the current Counselor in Training Summer Work Program, which is currently budgeted at \$67,000, and will allow for the PAL to hire an additional 15 counselors bringing the total to 40 for the summer work program. This enhancement request is being submitted for consideration in the FY 2024 budget based on direction from the Finance and Economic Resiliency Committee Budget Briefing on July 21, 2023.
Miami Beach Police Athletic League Junior Scientist STEAM Program	General Fund	\$10,000	\$10,000	\$10,000			Grants & Contributions	Commissioner Arriola	City contribution to the City of Miami Beach Police Athletic League (PAL) for a Pre-K Junior Scientist STEAM Program for Miami Beach residents, which will engage students and their parents in STEAM activities geared to the learning level of students. This program will layer science concepts alongside learning site words, colors, languages, and visual cues and the curriculum will create a learning environment in which students are engaged with direction from STEAM teachers, parents, and their peers. This enhancement request for funding is being submitted for consideration in the FY 2024 budget based on direction from the Finance and Economic Resiliency Budget Briefing on July 21, 2023.
PUBLIC WORKS - GENERAL FUND			I				<u> </u>	I	
Contracted Emergency Landscaping Services	General Fund	\$183,000	\$183,000	\$183,000			Tree Maintenance	Presented by the Administration	The Greenspace Management Division of the Public Works Department needs additional manpower to remain effective in addressing constituency needs (public safety, emergency tree work, site restoration, etc.) found during the fiscal year and requiring immediate attention from stafff. This request will increase the ancillary component of the existing citywide grounds maintenance agreement in the Public Works Department's operating budget to provide for additional services, as needed, during the fiscal year.
Palm Banding Services	General Fund	\$105,000		\$0			Tree Maintenance	Per Dept., No Sponsor	Over the last few years, the City has initiated decorative palm trunk lighting projects, many of which are on self-shedding royal palms. Falling fronds cause significant damage to the projects' lights requiring continuous electrical repairs that are expensive. Banding holds these falling fronds in place until a tree trimmer can remove the dead fronds in a controlled manner. Since Greenspace Management does not have the bandwidth to complete this task internally, this enhancement request is being submitted in order to provide funding for these services to be maintained by a contractor.

Enhancement/Reduction	Fund	Downson d	Recommended	Year 2	Posi	tions	D	£	Description
Ennancement/ Reduction	runa	Requested	Recommended	Impact Recommended	FT	PT	Program	Sponsor	Description
Collins Tree Wrapping	General Fund	\$1,828,000		\$0			Multiple Programs	Commissioner Meiner	Based on discussion at the November 30, 2022 Public Safety and Neighborhood Quality of Life Committee meeting, this enhancement request is to fund a tree lighting enhancement, similar to successful tree lighting enhancements in other areas of the City such as 41st Street and 71st Street previously approved by the City Commission through Resolution No. 2022-32011, on Collins Avenue, from 5th Street to 23rd Street, to beautify the area and improve pedestrian safety. This request would fund new decorative tree lights for approximately 260 trees, as well as installation of electrical service and service points and maintenance.
Ocean Drive Tree Wrapping	General Fund	\$428,000		\$ O			Multiple Programs	Commissioners Fernandez and Meiner	Based on discussion at the November 30, 2022 Public Safety and Neighborhood Quality of Life Committee meeting, this enhancement request is to fund a tree lighting enhancement, similar to successful tree lighting enhancements in other areas of the City such as 41st Street and 71st Street previously approved by the City Commission through Resolution No. 2022-32011, on Ocean Drive, from 5th Street to 15th Street, to beautify the area and improve pedestrian safety. This request would fund new lights for approximately 99 trees, as well as new LED light up replacements, points of connection, and maintenance.
Washington Tree Wrapping Replacement (Option 1)	General Fund	\$218,000		\$0			Multiple Programs	Commissioner Meiner	Based on discussion at the November 30, 2022 Public Safety and Neighborhood Quality of Life Committee meeting, this enhancement request is to fund a tree lighting enhancement, similar to successful tree lighting enhancements in other areas of the City such as 41 st Street and 71 st Street previously approved by the City Commission through Resolution No. 2022-32011, on Washington Avenue, from 5th Street to 17th Street, to beautify the area and improve pedestrian safety. This request would fund the removal and replacement of the existing tree lights with new lights like those installed on 41st Street, as well as maintenance.
Washington Tree Wrapping Replacement (Option 2)	General Fund	\$1,093,000		\$0			Multiple Programs	Commissioner Meiner	Based on discussion at the November 30, 2022 Public Safety and Neighborhood Quality of Life Committee meeting, this enhancement request is to fund a tree lighting enhancement, similar to successful tree lighting enhancements in other areas of the City such as 41st Street and 71st Street previously approved by the City Commission through Resolution No. 2022-32011, on Washington Avenue, from 5th Street to 17th Street, to beautify the area and improve pedestrian safety. This request would fund new lights for approximately 360 trees, as well as new LED lighting, receptacles, time clocks for light controls, and maintenance.

Enhancement/Reduction	Fund	Da ata d	Recommended	Year 2	Posi	tions	D	£	Description
Ennancement/Reduction	runa	Requested	Kecommenaea	Impact Recommended	FT	PT	Program	Sponsor	Description
GIS Near Map Services	General Fund	\$16,000	\$16,000	\$16,000			GIS	Presented by the Administration	The City's GIS Division has historically used Miami-Dade County's aerial imagery as a base map that is shared with all Departments. By switching to NearMap the City would have current imagery no more than 6 months old as well as imagery available immediately after a major event. In addition, it would allow users to compare current and any historical imagery side by side as needed.
Cat Program Supplies	General Fund	\$41,000	\$41,000	\$41,000			Cat Network Program	Per Dept., No Sponsor	This enhancement is to fund required adoption supplies as there is a minimum standard of health required from the state, adopters, and rescue partners to place cats. These services require cleaning/Vet Tech assistance, food, litter, air filters, transportation of cats, gloves, fecal test supplies, medication, emergency healthcare services, vaccines, deworming medications, one-way doors for crawl spaces (to seal and not kill animals), fire alarm monitoring, and extinguisher service.
Normandy Fountain Business Association Grant Contribution	General Fund	\$25,000	\$25,000	\$25,000			Grants & Contributions	Commissioner Richardson	Annual contribution in the amount of \$25,000 to the Normandy Fountain Business Association, Inc. to be used for Normandy Fountain Programming. This request would be in addition to the \$35,000 already included in the preliminary FY 2024 budget This enhancement request is being submitted for consideration in the FY 2024 budget based on direction from the Finance and Economic Resiliency Committee Budget Briefing on July 21, 2023.
Estimated Internal Services Impact		\$529,000	\$424,000	\$437,000					
TOTAL GENERAL FUND		\$37,631,000	\$11,334,000	\$11,755,000	14.2	5	•		

	Year 2 Positions		7.7	tions					
Enhancement/Reduction	Fund	Requested	Recommended	Impact Recommended	FT	PT	Program	Sponsor	Description
RESORT TAX FUND									
Transfer to Resort Tax Fund Operating Reserve	Resort Tax	\$2,005,000		\$0			Multiple Programs	Comply with City's Financial Policies	This enhancement would fully-fund the Resort Tax Fund reserve, based on the policy set forth in Resolution 2019-30664, which set a goal of a minimum of two months of total revenue of the 2% resort tax and a goal of maintaining a minimum reserve equal to six months of total revenue of the 2% Resort Tax - 50% of the preliminary 2% Resort Tax operating budget. Currently funded - \$37.8 million Estimated Incremental amount needed - \$2.0 million
FACILITIES AND FLEET MANAGEMENT									
Additional Holiday Lighting	Resort Tax	\$500,000		\$0			Holiday Decorations	Commissioners Fernandez and Rosen Gonzalez	This enhancement was requested as a result of various referrals to / discussions PSNQLC to enhance the Holiday Lighting CSL in order to allow additional parts of the City to be decorated with lights during the holiday season. In recent years, the City has been receiving numerous requests regarding the expansion of holiday lighting and modifications to current decor. This request is in addition to the \$700,000 that is currently budgeted for holiday lighting and is being submitted for consideration in the FY 2024 budget as discussed at the December 14, 2022 City Commission meeting.
OFFICE OF THE INSPECTOR GENERAL									
Additional Full-Time Resort Tax Auditor Position	Resort Tax	\$74,000		\$ O	1		Resort Tax	Presented by the Administration	The number of active Resort Tax accounts has increased and now exceeds 4,000. The current four Resort Tax Auditors' goal is to complete 180 audits per year. Assessments have risen; two recent assessments exceeded \$220,000, representing the second and third largest Resort Tax assessments ever levied. Also, the net assessments collected typically significantly exceed the associated labor costs. For example, \$859,613.93 was collected during FY 2018, \$600,028.90 during FY 2019, \$249,086.10 during FY 2020, \$772,112.07 during FY 2021, and \$754,788.73 was collected during FY 2022.
Full-Time Resort Tax II Supervisory Position	Resort Tax	\$84,000		\$ O	1		Resort Tax	Presented by the Administration	The four current Resort Tax Auditors are expected to complete 180 annual audits of the more than 4,000 total accounts, which are time-consuming to review. These audits are currently reviewed by the Chief Auditor and/or the Deputy Chief Auditor, but their time would be better spent supervising other Audit Division staff and their more complex engagements. Therefore, this proposed Resort Tax Auditor II supervisory position would review all completed Resort Tax audits and also perform large and/or more complex Resort Tax audits. Through collections of their levied assessments, Resort Tax auditors' associated labor costs are typically significantly exceeded. The Chief Auditor and/or Deputy Chief Auditor would perform a secondary review only of any Resort Tax audits with assessments exceeding \$10,000 to verify their accuracy.

				Year 2	Posi	tions			
Enhancement/Reduction	Fund	Requested	Recommended	Impact Recommended	FT	PT	Program	Sponsor	Description
POLICE		l		Recommended					
Enhanced Police Public Safety Staffing for March 2024	Resort Tax	\$600,000	\$600,000	\$600,000			Support Services	Commissioner Fernandez	This funding request would provide for the Police Department to implement an alpha/bravo staffing schedule during the second and third weeks of March 2024 based on discussion at the July 6, 2023 City Commission meeting.
TOURISM & CULTURE					1	1			
Large Scale Community Events	Resort Tax	\$1,300,000	\$1,078,000	\$1,300,000			Special Events	Commissioner Fernandez	Funding to be allocated in the FY 2024 budget for quality, transformative, family-friendly large scale event programming based on discussion at the July 6, 2023 City Commission meeting.
Ocean Drive Promenade Programming	Resort Tax	\$101,000	\$101,000	\$101,000			Special Events	Commissioner Fernandez	The Ocean Drive Promenade Music Series is presented by the Ocean Drive Association in partnership with the City of Miami Beach and the Greater Miami and the Beaches Convention and Visitors Bureau. The music series will feature live concerts in Lummus Park between 14th Street and 14th Place, on Sundays at 5:00PM. The mission and vision of the programs is careful activation of the Ocean Drive Promenade, build community for residents and a great vibe for tourists, while amplifying positive messaging about Ocean Drive and Miami Beach. This enhancement request is being submitted for consideration in the FY 2024 budget based on direction from the Finance and Economic Resiliency Committee Budget Briefing on July 21, 2023.
Aspen Ideas: Climate	Resort Tax	\$30,000		\$0			Special Events	Presented by the Administration	The Aspen Ideas: Climate temporary public art commissions are a joint initiative of Miami-Dade County Department of Cultural Affairs and the City of Miami Beach. The program supports local artists and features public art commissions, film screenings, and performances highlighting issues related to climate change and sea level rise. The temporary public art program is presented in collaboration with the Miami-Dade County Department of Cultural Affairs, who contributes \$55,000 to the program. The impact of the program is international and draws attention to local performing and visual artists.
Estimated Internal Services Impact	ı	\$13,000	\$10,000	\$11,000	I	I		I .	ı
TOTAL RESORT TAX FUND		\$4,707,000	\$1,789,000	\$2,012,000	0	0			

				Year 2	Posit	tions			
Enhancement/Reduction	Fund	Requested	Recommended	Impact Recommended	FT	PT	Program	Sponsor	Description
ENTERPRISE FUNDS			'						
Living Wage Increase	Enterprise	\$222,000	\$222,000	\$222,000			Multiple Programs	Presented by the Administration	This enhancement increases the total minimum living wage rate from the current rate of \$15.61 per hour, including health benefits, to \$16.08 per hour, including health benefits, effective January 1, 2024. The proposed increase is comprised of a 3% increase in the living wage rate and 3% increase in the health benefits rate.
MARKETING & COMMUNICATIONS				l					
Full-Time Permit Ombudsman Position for Neighborhood Affairs Division	Enterprise	\$92,000	\$92,000	\$117,000	0.8		Neighborhood Affairs	Commissioners Richardson and Meiner	The proposed Neighborhood Affairs Coordinator will serve as a permitting ombudsman to assist residents as they navigate the permitting process across several departments. This position will assist residents with questions they have regarding the overall permitting process and assist with public outreach needs as necessary, while making internal departments aware of and suggesting ways to resolve process issues that are found within internal permitting systems. The position will further assist permitting departments with public feedback and will also further assist the right-of-way permitting process to ensure outreach is completed for utility work. This enhancement request is being submitted for consideration in the FY 2024 budget based on direction from the Finance and Economic Resiliency Committee Budget Briefing on July 21, 2023.
PARKING									
Conversion of Part-Time Parking Enforcement Positions (5) to Full-Time Positions (5)	Enterprise	\$163,000	\$163,000	\$236,000	5	(5)	Enforcement	Presented by the Administration	The Parking Department currently includes funding budgeted for 25 Part-time Parking Enforcement Specialist positions. As business and entertainment activity grows in the City, so does the Parking demand. To be efficient, keep up with demand, and deliver quality service, the Parking Department is requesting the conversion of 5 Part-time Parking Enforcement Specialist positions to 5 Full-time Parking Enforcement Specialist positions to meet the City's growing parking demand and utilization.
PUBLIC WORKS - SANITATION				I					T
Leaf Blowers	Enterprise	\$75,000	\$75,000	\$38,000			Litter Control	Presented by the Administration	On May 17, 2017, the Mayor and City Commission adopted Resolution No. 2017-29867 requiring the transition of gas blowers to non-gas powered leaf blowers for all City landscape operations. Currently, the Sanitation Division of the Public Works Department has approximately 50 electric blowers. Based on the City's planned phase-in for the use of electric leaf blowers, this enhancement request would fund the purchase of another 24 electric leaf blowers at an estimated cost of approximately \$3,125 per unit. FY 2024 will be the first full year using the electric blowers for the Sanitation Division. Once the year has concluded, the Sanitation Division will be able to have a better understanding of additional electric leaf blower needs that would be needed in future years.

				Year 2	Posi	tions	_	_	
Enhancement/Reduction	Fund	Requested	Recommended	Impact Recommended	FT	PT	Program	Sponsor	Description
Full-Time Cat Trapper Position	Enterprise	\$121,000	\$121,000	\$78,000	1		Cat Program	Commissioner Rosen Gonzalez	At its April 27, 2022 meeting, the Public Safety and Neighborhood Quality of Life Committee held a discussion regarding the cat population and the need for trapping outdoor cats in order to keep the population under control. Based on direction received, this request from the Sanitation Division of the Public Works Department is to allocate funding for a full-time Cat Trapper position to operate during the late-night and/or early-morning hours when the community cats are most active. In addition to providing cat trapping services in support of the TNVR program, this position will work in conjunction with the existing the Cat Coordinator position to assist with the recruitment, education, and training of new volunteer cat trappers as they become available.
Additional Temporary Staffing Services Citywide	Enterprise	\$300,000	\$300,000	\$300,000			Litter Control	Presented by the Administration	This enhancement is being requested to increase funding for contracted temporary labor services to maintain enhanced late night cleanlines services in the Art Deco Cultural District (ADCD), as well as additional funding for services provided during special events that have increased significantly compared to previous years. This request is in addition to approximately \$1.7 million that is currently included in the budget for contracted temporary labor.
Art Deco Cultural District (ADCD) Night Crew	Enterprise	\$161,000		\$0	3		Litter Control	Presented by the Administration	This enhancement is being requested by the Sanitation Division of the Public Works Department to add one new Municipal Service Worker (MSW) III, one MSW II, and one MSW I position to have a night crew dedicated to the corridor from 5th Street to 26th Street on Collins Avenue and the Collins Park neighborhood. Currently, Sanitation services are being provided in this area through the usage of overtime, especially during high impact periods and holidays.
Full-Time Customer Service Representative (2) Positions for Customer Service Related to Solid Waste Services	Enterprise	\$140,000	\$73,000	\$170,000	2		Litter Control	Commissioners Fernandez and Richardson	At the recommendation of the Finance and Economic Resiliency Committee at its March 31, 2023 meeting, the Sanitation Division of the Public Works Department is requesting two full-time Customer Service Representative positions to assist with the anticipated call volume from residents' inability to get in contact with brokers for solid water services for multi-family residential units. These positions would be responsible for providing direct customer service involving the handling of citizens concerns relating to solid waste services, as well as providing customers with information on possible solutions for their concerns. The recommended funding amount for FY 2024 has been pro-rated for 6 months based on the anticipated implementation of this program and recruitment for these positions. In addition, the full cost for these positions are proposed to be offset by additional revenues received from the Solid Waste Services Agreement.

		_		Year 2	Posi	tions			
Enhancement/Reduction	Fund	Requested	Recommended	Impact Recommended	FT	PT	Program	Sponsor	Description
Full-Time Solid Waste Contract Compliance Administrator Position	Enterprise	\$94,000	\$49,000	\$116,000	1		Litter Control	Commissioners Fernandez and Richardson	As discussed at the Finance and Economic Resiliency Committee meeting on March 31, 2023, this request from the Sanitation Division of the Public Works Department is for the creation of a full-time Solid Waste Contract Compliance Administration position to be responsible for planning, developing, and managing the operations, initiatives, programs, and projects of the Sanitation Division. This would include overseeing contracts for service, cleanup efforts of all types of illegal dumping and litter, public education and outreach, and other programs to reduce solid waste generation. The recommended funding amount for FY 2024 has been pro-rated for 6 months based on the anticipated implementation of this program and recruitment for this position. In addition, the full cost for this position is proposed to be offset by additional revenues received from Solid Waste Services Agreement.
Full-Time Sanitation Operations Supervisor Position	Enterprise	\$106,000	\$106,000	\$96,000	1		Parking	Presented by the Administration	This enhancement is being requested by the Sanitation Division of the Public Works Department for an additional full-time Sanitation Operations Supervisor position to supervise the existing pressure washing crews that provide cleaning services across multiple garages throughout the City on a daily basis. In addition, demand for pressure washing and cleaning services in certain corridors of the City has increased. This position will provide additional operational support needed to address the increased demand for these services.
PUBLIC WORKS - SEWER		I							
Vacuum Trucks (2)	Enterprise	\$1,168,000	\$1,168,000	\$24,000			Sanitary Sewer System Cleaning	Presented by the Administration	Currently, the Sanitary Sewer Division of the Public Works Department has 3 vacuum trucks to service the entire City. This request will allow for the Sanitary Sewer Division to purchase two additional vacuum trucks in FY 2024, which is in addition to the one additional vacuum truck purchased in FY 2023 that will help maximize the productivity of the department to assist in the betterment of the operation, public health and safety, prevention of sanitary overflows, and water quality in Biscayne Bay. Services that can be provided have been significantly affected by the 7-year average age of the Division's three current vacuum trucks and the downtime they are experiencing due to mechanical breakdown, which these new trucks will assist in improving.
Engineering Consulting Support Services for Sewer Projects Citywide	Enterprise	\$100,000	\$100,000	\$100,000			Sewer Management	Presented by the Administration	This enhancement request for contracted engineering consulting services would be utilized by the Public Works Department to meet regulatory driven requirements associated with unforeseen sanitary sewer infrastructure operations and maintenance needs. These services would also provide for the development of plans and other documents necessary to perform retrofits, repairs, and any other modifications.

				Year 2	Posi	tions				
Enhancement/Reduction	Fund	Requested	Recommended	Impact Recommended	FT	PT	Program	Sponsor	Description	
Sewer Systems Emergency Repairs and Maintenance	Enterprise	\$800,000		\$0			Sewer Management	Presented by the Administration	Additional funding for emergency services for repairs to the City's Sewer infrastructure citywide. Currently, the Sewer Division's budget includes \$200,000 allocated for emergency repairs which is significantly less than what the average cost for one emergency repair is that often exceeds a million dollars. This results in budget transfers from operating contingencies and workflow approvals to access the additional funds needed, which adversely affects response times and results in delays in the process for procuring vendors needed to complete emergency repairs.	
FDOT Utility Adjustments (Split-funded between Water and Sewer)	Enterprise	\$125,000		\$0			Water and Sewer Maintenance Repairs	Presented by the Administration	This request is to allocate funding for the protection of existing City utility assets that are located within the Florida Department of Transportation (FDOT) and Miami-Dade County (MDC) right of ways and roadway improvements that impact the City's utilities infrastructures.	
Full-Time Control Room Operator Positions (Split-funded between Water, Sewer, and Storm Water)	Enterprise	\$94,000	\$57,000	\$71,000	1		Control Room Operator	Presented by the Administration	Due to the increased responsibilities placed on the Public Works control room, additional Control Room Operator positions are needed to keep up with the current demands of the daily, weekly, monthly, and annual operations of the control room, which include the implementation of Smart City lighting and supervisory control and data acquisition (SCADA) for the entire sanitary sewer, water, and stormwater pump stations, as well as responding to stakeholders. The control room has become the central pulse of every department within the City of Miami Beach by providing a 24/7 operation and these additional positions will assist the Public Works Department in providing the services requested from stakeholders. The recommended funding amount for FY 2024, which is split-funded evenly between Water, Sewer, and Storm Water, has been adjusted to recommend 3 positions for the FY 2024 budget and the remaining 2 originally requested to be re-evaluated as part of the FY 2025 budget.	
PUBLIC WORKS - STORM WATER										
Full-Time Control Room Operator Positions (Split-funded between Water, Sewer, and Storm Water)	Enterprise	\$94,000	\$57,000	\$71,000	1		Control Room Operator	Presented by the Administration	Due to the increased responsibilities placed on the Public Works control room, additional Control Room Operator positions are needed to keep up with the current demands of the daily, weekly, monthly, and annual operations of the control room, which include the implementation of Smart City lighting and supervisory control and data acquisition (SCADA) for the entire sanitary sewer, water, and stornwater pump stations, as well as responding to stakeholders. The control room has become the central pulse of every department within the City of Miami Beach by providing a 24/7 operation and these additional positions will assist the Public Works Department in providing the services requested from stakeholders. The recommended funding amount for FY 2024, which is split-funded evenly between Water, Sewer, and Storm Water, has been adjusted to recommend 3 positions for the FY 2024 budget and the remaining 2 originally requested to be re-evaluated as part of the FY 2025 budget.	

				Year 2	Posi	tions	_	_	
Enhancement/Reduction	Fund	Requested	Recommended	Impact Recommended	FT	PT	Program	Sponsor	Description
Full-Time Stormwater Field Operations Supervisor Position	Enterprise	\$125,000		\$0	1		Stormwater System Cleaning	Presented by the Administration	This enhancement is being requested to create an additional full-time Stormwater Field Operations Supervisor position in the Public Works Department. Due to the deployment of additional pump stations citywide, this position will be needed to keep up with the ongoing operations, maintenance, and cleaning of the stormwater system throughout the entire City, as well as ensuring that the increasing tasks implemented by the Miami Dade County Department of Environmental Regulation (DERM) are complied with.
Full-Time Stormwater Supervisor Position	Enterprise	\$114,000		\$0	1		Stormwater System Cleaning	Presented by the Administration	This enhancement is being requested to create an additional full-time Stormwater Supervisor position in the Public Works Department. Due to the deployment of additional pump stations citywide, this position will be needed to keep up with the ongoing operations, maintenance, and cleaning of the stormwater system throughout the entire City, as well as ensuring that the increasing tasks implemented by the Miami Dade County Department of Environmental Regulation (DERM) are complied with.
Full-Time Stormwater Operator D Positions (2)	Enterprise	\$162,000		\$0	2		Stormwater System Cleaning	Presented by the Administration	This enhancement is being requested to create two additional full-time Stormwater Operator D positions in the Public Works Department. Due to the deployment of additional pump stations citywide, these positions will be needed in order for the Department to keep up with the annual cleaning of the entire system throughout the entire City, as well as during king tide season and hurricane and rain events.
Replacement of Stormwater Submersible Pumps	Enterprise	\$450,000	\$450,000	\$450,000			Stormwater Pump Stations	Presented by the Administration	This enhancement is being requested to fund the replacement of various size submersible pumps for the Stormwater Division's pump stations, which range in size from 30 horsepower up to 125 horsepower. Due to the conditions these pumps operate under (saltwater), they are failing at a higher rate than normal and are a main component for the proper operation of the stormwater pump stations throughout the City to prevent streets from flooding. As a result, this request would allocate funding annually for the replacement of these pumps as they fail to ensure that the stormwater pump stations throughout the City are operational when necessary.
Full-Time Field Inspector II Position	Enterprise	\$117,000		\$0	1		Stormwater Maintenance Repair	Presented by the Administration	This enhancement is being requested to create a full-time Field Inspector II position in the Public Works Department. Due to the deployment of additional pump stations citywide, this position will be needed to supervise the existing two Field Inspector positions that work with the various contractors that provide services for cleaning of the stormwater system citywide, as well as assisting in providing reports for the National Pollutant Discharge Elimination System (NPDES) and Miami Dade County Department of Environmental Regulation (DERM).

	_	_		Year 2	Posi	tions			
Enhancement/Reduction	Fund	Requested	Recommended	Impact Recommended	FT	PT	Program	Sponsor	Description
PUBLIC WORKS - WATER									
Engineering Consulting Support Services for Water Projects Citywide	Enterprise	\$100,000	\$100,000	\$100,000			Water Management	Presented by the Administration	This enhancement request for contracted engineering consulting services would be utilized by the Public Works Department to meet regulatory driven requirements associated with unforeseen water infrastructure operations and maintenance needs. These services would also provide for the development of plans and other documents necessary to perform retrofits, repairs, and any other modifications.
Water Systems Emergency Repairs and Maintenance	Enterprise	\$750,000		\$0			Water Management	Presented by the Administration	Additional funding for emergency services for repairs to the City's Water infrastructure citywide. Currently, the Water Division's budget includes \$250,000 allocated for emergency repairs which is significantly less than what the average cost for one emergency repair is that often exceeds a million dollars. This results in budget transfers from operating contingencies and workflow approvals to access the additional funds needed, which adversely affects response times and results in delays in the process for procuring vendors needed to complete emergency repairs.
FDOT Utility Adjustments (Split-funded between Water and Sewer)	Enterprise	\$125,000		\$0			Water and Sewer Maintenance Repairs	Presented by the Administration	This request is to allocate funding for the protection of existing City utility assets that are located within the Florida Department of Transportation (FDOT) and Miami-Dade County (MDC) right of ways and roadway improvements that impact the City's utilities infrastructures.
Full-Time Control Room Operator Positions (Split-funded between Water, Sewer, and Storm Water)	Enterprise	\$94,000	\$57,000	\$71,000	1		Control Room Operator	Presented by the Administration	Due to the increased responsibilities placed on the Public Works control room, additional Control Room Operator positions are needed to keep up with the current demands of the daily, weekly, monthly, and annual operations of the control room, which include the implementation of Smart City lighting and supervisory control and data acquisition (SCADA) for the entire sanitary sewer, water, and stormwater pump stations, as well as responding to stakeholders. The control room has become the central pulse of every department within the City of Miami Beach by providing a 24/7 operation and these additional positions will assist the Public Works Department in providing the services requested from stakeholders. The recommended funding amount for FY 2024, which is split-funded evenly between Water, Sewer, and Storm Water, has been adjusted to recommend 3 positions for the FY 2024 budget and the remaining 2 originally requested to be re-evaluated as part of the FY 2025 budget.
TOTAL ENTERPRISE FUNDS		\$5,892,000	\$3,190,000	\$2,260,000	13.8	-5			

				Year 2	Posi	tions			
Enhancement/Reduction	Fund	Requested	Recommended	Impact Recommended	FT	PT	Program	Sponsor	Description
INTERNAL SERVICES FUNDS CITYWIDE									
Living Wage Increase	Internal Service	\$53,000	\$53,000	\$53,000			Multiple Programs	Presented by the Administration	This enhancement increases the total minimum living wage rate from the current rate of \$15.61 per hour, including health benefits, to \$16.08 per hour, including health benefits, effective January 1, 2024. The proposed increase is comprised of a 3% increase in the living wage rate and 3% increase in the health benefits rate.
FACILITIES AND FLEET MANAGEMENT			l			ı		T	
Holiday Lighting Maintenance	Internal Service	\$65,000	\$65,000	\$70,000			Holiday Decorations	Commissioners Fernandez and Rosen Gonzalez	Additional funding needed to service and maintain one existing and two new holiday lighting displays along popular pedestrian thoroughfares.
Full-Time Arts and Culture Bond Office Associate IV Position	Internal Service	\$63,000	\$63,000	\$78,000	1		Capital Renewal/ Replacement Project and Space Planning Management	Presented by the Administration	This position will support the Facilities Management Division's operations including, but not limited to, tracking project expenditures, permitting assistance, processing payments, the G.O. Bond Arts & Culture's clerical work and reporting, among other administrative tasks needed by the Department.
INFORMATION TECHNOLOGY									
Customer Relationship Management Application System (CRM)	Internal Service	\$500,000	\$500,000	\$500,000			Operations and Maintenance	Per Dept., No Sponsor	The City is working to improve call center operations, departmental response times, and consolidate contacts across technologies. A customer relationship management application is necessary to accomplish this initiative. The system will also address several inspector general recommendations. This total is based on projected licensing costs and market average professional services for Phase 1. This enhancement request is being submitted for consideration in the FY 2024 budget as discussed at the January 27, 2023 Finance and Economic Resiliency Committee meeting.
OFFICE OF THE INSPECTOR GENERAL									
Additional Full-Time Sanitation Tax Auditor Position	Internal Service	\$81,000		\$0	1		Internal Audit	Presented by the Administration	This position will primarily perform revenue-based audits of waste and roll-off contractors related to their remittance of monthly fees to the City. Due to the hard work of the current Sanitation Tax Auditor, the number of roll-off contractors to be audited has increased from 13 to 22 over the most recent five years representing a 69.23% increase, which cannot all be timely audited by current staff. Many recent audit assessments have exceeded \$50,000 due to the City, with one current auditee remitting \$183,000 based on identified deficiencies. As a result of increased enforcement, FY 2022 roll-off permit fees were more than \$250,000 higher than FY 2021 (excluding audit assessments). Unannounced field observations performed by the current Sanitation Tax Auditor have also contributed to a 1,506.67% increase in issued Notices of Violation by the Code Compliance Department during the past five year period. Therefore, the revenues collected due to this requested position is expected to continue to significantly exceed the associated related labor costs.

current rate of \$15.61 per hour, including health benefits, to \$16.08 per

hour, including health benefits, effective January 1, 2024. The proposed

increase is comprised of a 3% increase in the living wage rate and 3%

increase in the health benefits rate.

Presented by the

Administration

Multiple Programs

ATTACHMENT A FY 2024 **RECURRING** EXPENDITURE ENHANCEMENTS AND REDUCTIONS/EFFICIENCIES

Enhancement/Reduction	Fund	Requested	Recommended	Year 2 Impact	Posi	tions	Program	Sponsor	Description	
Elinancement/Redoction	rona	kequesieu	Recommended	Recommended	FT	PT	Frogram	эронзог	Description	
Additional Full-Time Internal Auditor Position	Internal Service	\$87,000		\$0	1		Internal Audit		This position is needed due to the increased demand for audits, reviews, inspections and investigations from the City Commission, City Administration, City departments/divisions, whistleblowers, Miami Beach citizens, etc. as well as the need to complete such required annual projects as the State Beachfront Management Agreement, Cultural Arts Council, BDO review, bank reconciliation review, etc. An additional Internal Auditor will better help the OIG accomplish its mission and to more quickly respond to all parties' requests for assistance.	
TOTAL INTERNAL SERVICES FUNDS RDA FUNDS CITYWIDE		\$849,000	\$681,000	\$701,000	1	0				
CITTAIDE									This enhancement increases the total minimum living wage rate from the	

Living Wage Increase

RDA

TOTAL RDA FUNDS

\$32,000

\$32,000

\$32,000

\$32,000

\$32,000

\$32,000

5 h /8 . l . d		B		Year 2	Posi	itions		•	Po contestions
Enhancement/Reduction	Fund	Requested	Recommended	Impact Recommended	FT	PT	Program	Sponsor	Description
SPECIAL REVENUE FUNDS CITYWIDE									
Living Wage Increase	Special Revenue	\$100,000	\$100,000	\$100,000			Multiple Programs	Presented by the Administration	This enhancement increases the total minimum living wage rate from the current rate of \$15.61 per hour, including health benefits, to \$16.08 per hour, including health benefits, effective January 1, 2024. The proposed increase is comprised of a 3% increase in the living wage rate and 3% increase in the health benefits rate.
ENVIRONMENT & SUSTAINABILITY Mid Beach Compost Hub	Special Revenue	\$125,000	\$125,000	\$50,000			Waste Reduction	Commissioners Fernandez and Richardson	Establishing a community-based composting site in Mid Beach. There are two existing compost sites in South Beach and North Beach and this will provide access to the Mid Beach community. The Mid Beach Composting Hub will serve as a community-based composting site in Mid Beach. This enhancement request is being submitted for consideration in the FY 2024 budget as discussed at the January 27, 2023 Finance and Economic Resiliency Committee meeting.
TOURISM & CULTURE									
Cultural Arts Council Grants	Special Revenue	\$250,000	\$250,000	\$250,000			Grants Program	Presented by the Administration	Over the past decade, the cultural portfolio of Miami Beach has expanded exponentially. The Cultural Arts Council Grant Program currently supports approximately 50 cultural organizations each year, including the 15 cultural institutions based on Miami Beach. As cultural programming has increased, funding for cultural arts grant support has remained stagnant since 2016. The nonprofit arts and cultural industry is a vital economic driver for Miami Beach, a growth industry that supports jobs, generates government revenue, and is the cornerstone of tourism. As these organizations grow and increase service to the community, additional grant support is needed. This request is in addition to \$850,000 that is currently included in the budget for Cultural Arts Council grants and of the additional \$250,000 in funding recommended, \$50,000 is to be earmarked for the South Beach Jazz Festival based on discussion at the July 21, 2023 Finance and Economic Resiliency Committee Budget Briefing.

Expansion of Freebee Middle Beach On-Demand Services \$325,000 \$0 \$0 \$0 \$0 \$0 \$0 \$0 \$0 \$0					Year 2	Posi	tions			
Report Purchase Program Spacial Revenue \$50,000 \$50,00	Enhancement/Reduction	Fund	Requested	Recommended		FT	PT	Program	Sponsor	Description
Restoring Trolley Services to Pre-Pandemic Service level \$ Special Revenue \$ \$1,782,000 \$ \$0 \$ \$1,782,000 \$ \$1,782,000 \$ \$1,782,000 \$ \$1,782,000 \$ \$2 \$ \$31,782,000 \$ \$31,782,000 \$ \$31,782,000 \$ \$40 \$	Legacy Purchase Program		\$50,000	\$50,000				Art in Public Places	,	with the purchase of two works of art from Art Basel Miami Beach to be housed in the East Lobby of the Miami Beach Convention Center. The collection expanded in 2020, 2021 and 2022 with the acquisition of three additional works. Since its inception, the program has invested\$280,000 in five acquisitions that are currently appraised at just over \$1.0 million. The Legacy Purchase Program has afforded the following: diversification of the City of Miami Beach Public Art Collection, public education and participation, return on investment and collaboration with Art Basel. The Legacy Purchase Program was designed to enhance, diversify, and expand the City's AiPP Collection with a yearly purchase from Art Basel Miami Beach. This enhancement of \$50,000 is being requested on a
Restoring Trolley Services to Pre-Pandemic Service levels \$1,782,000 \$1,782,000 \$1,782,000 \$2,782,000 \$3,782,000 \$4,782,000 \$4,782,000 \$5,782,000 \$4,782,000 \$5,782,	TRANSPORTATION & MOBILITY DEPART	TMENT								
Expansion of Freebee Middle Beach On-Demand Services Special Revenue \$325,000 \$0 \$0 \$0 \$0 \$0 \$0 \$0 \$0 \$0	Restoring Trolley Services to Pre-Pandemic Service Levels		\$1,782,000		\$0			and On-Demand Transit	,	South Beach Loop by placing 2 more vehicles in service (one for South Beach Loop A and one for South Beach Loop B), which will improve service frequency to approximately 15 minutes as compared to current 20-minutes and expanding service hours to 18 hours a day for all trolley loops. It is important to note that from the inception of trolley service, the City Commission goal was to provide trolley service at frequency of 15 minutes or better. This enhancement will significantly improve reliability of trolley service, provide higher capacity with more vehicles in service, more appropriately meet passenger demand and improve citywide mobility by removing single occupant vehicles from the roadway
Economic Resiliency Commitmee meeting.	Expansion of Freebee Middle Beach On- Demand Services	•	\$325,000		\$0			and On-Demand Transit		service, including the replacement of the two (2) golf cart-type electric vehicles with new Tesla Model X SUV vehicles, user demand and vehicle utilization (i.e. ridership) is expected to increase. To improve the efficiency of the service and reduce passenger wait times, the Administration recommends adding two (2) Tesla Model X vehicles to the Mid-Beach on-demand transit service fleet (for a total of four (4) Tesla Model X vehicles in operation). It is anticipated that this enhancement would result in passenger wait times of 15 minutes or less and would help the Mid-Beach on-demand transit service remain competitive and more effectively meet the needs of the users. This enhancement request is being submitted for consideration in the FY

\$51,201,000 \$17,117,000 \$16,762,000 29 0

TOTAL ALL FUNDS



ATTACHMENT B MIAMI BEACH POLICE DEPARTMENT CONFISCATIONS - FEDERAL & STATE FUNDS FY 2024 PROPOSED BUDGET

Federal Funds:

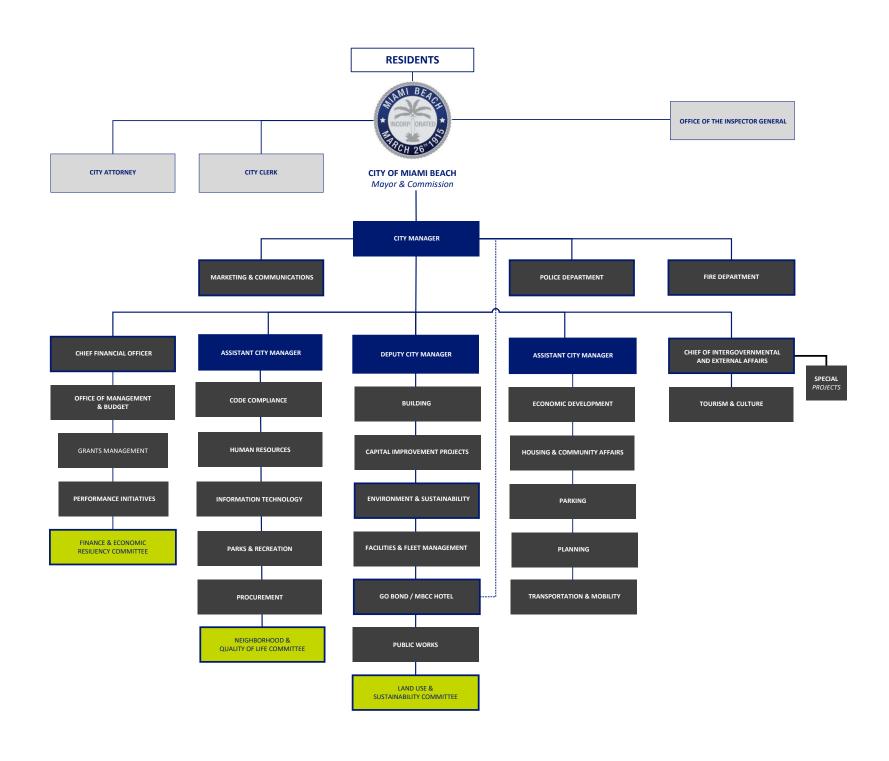
	FY 2024 posed Budget
Bulletproof Vest Partnership	\$ 60,000
Organizational Development Travel & Off-Site Testing	22,000
Total Federal Funds	\$ 82,000

State Funds:

	FY 2024 osed Budget
Organizational Development Travel & Off-Site Testing	\$ 22,000
Crime Prevention Initiatives & School Liaison Projects	15,000
AR Rifle Program/Initiative	10,000
Costs connected with the Prosecution/Processing of Forfeitures	8,000
Total State Funds	\$ 55,000

Total Federal & State Funds \$	137,000
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History of Miami Beach

Miami Beach is a City with an exciting past and equally enticing future. Beginning in 1879, Henry B. Lum arrived with his son Charles at the shores of what would later be known as the City of Miami Beach. The two were quite impressed by the fact that coconut palms were growing at the water's edge. The Lums had visions of a great coconut plantation on the shores. When Lum returned to South Florida in 1881, he and a group of investors, including John S. Collins, purchased large tracts of land from the Federal government from between \$0.75 and \$1.25 an acre. Unfortunately, the beach did not prove to be an ideal locale for growing the palms commercially and their plans were dashed.

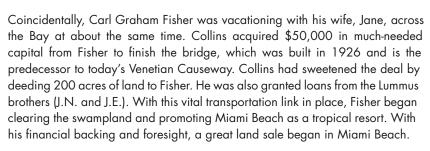
Collins visited Miami in 1896 to check on his plantation investment. After the partnership disintegrated in 1907, Collins became the sole owner of a five-mile strip of land between the Atlantic Ocean and Biscayne Bay (from approximately fourteenth to sixty-seventh streets). He decided to try his hand at growing avocados, bananas, and mangoes as well as a host of vegetables. Collins' family members, including son-in-law Thomas Pancoast, traveled to Miami Beach in 1911 to see what the patriarch was up to.





At the time they arrived, The Biscayne Navigation Company was in full operation, running ferry boats from the mainland so that people could take advantage of the sun and surf. Bathing "casinos" were beginning to appear at the ocean's side.

The Collins family set up the Miami Beach Improvement Company, which was charged with making two major capital improvements: the first, a canal to be dredged through the mangroves from the Collins' farm to Biscayne Bay; the second, and loftier goal, a bridge to the mainland. Both projects were underway by 1912.





OVERVIEW -MIAMI BEACH PROFILE

Fisher wasn't content with the existing land, however. In 1913, he put John Levi in charge of dredging up Biscayne Bay and creating new islands to develop with his newest company, Alton Beach Realty. Fisher and friend Jim Allison had made their first fortune with Prest-O-Lite, one of the first successful automobile headlights manufactured. The flamboyant Fisher is credited with bringing Miami Beach its first bathing beauties, which is an idea he capitalized on to focus attention on the oceanside village. He built golf courses and polo fields, tennis courts, and grandstands to watch speedboat racing.

The Lummus brothers had acquired most of the land in what is now the South Pointe area of the City, calling it Ocean Beach. They built the first sidewalks, paved streets, and a roadway named Atlantic Boulevard, which later became one of the most famous streets in the world - Collins Avenue.

On March 26, 1915, Alton Beach Realty, Ocean Beach Realty, and the Miami Beach Improvement Company incorporated their respective territories into a new town called Miami Beach. J.N. Lummus was elected as the community's first mayor.

The great land boom of the early 20s was still in progress in 1926 when South Florida was rocked by one of its worst hurricanes. More than 100 lives were lost in South Florida during that storm, along with millions of dollars in property damage. But the pioneers persevered and began to rebuild their city and their lives. Though it only took a few months to construct new homes and hotels, it took years for Miami Beach to recover economically.

The City ultimately evolved as a major convention destination and, when daily trans-Atlantic airline service was inaugurated, became an international resort as well. The advent of air conditioning changed the City's status from that of a winter-only retreat, shuttered during the summer months, to a year-round tropical resort. After a period of decline in the 1970's and 1980's, the City re-emerged as a vibrant urban community with world-wide recognition for its cultural activities, its nightlife and its beaches, and a highly desirable location to live and visit.

Population figures tell Miami Beach's history as dramatically as any other. When incorporated in 1915 there were just over 100 people residing in Miami Beach. The first census in 1920, listed 644 residents. By 1940, the population expanded to 28,012. As of the 2010 census there were 87,779 people residing year-round in this oceanfront community. The 2016 population was estimated at 92,792 residents; however, the average daily population is closer to twice that number, and on special event periods may increase to several times that number. More recent changes have been the dramatic decrease in the average age of the City, from 65 in 1980 to 40 today, a reflection of the change from a retirement community to a vibrant City.



Miami Beach Today

Today Miami Beach provides a variety of experiences for both residents and visitors; from dazzling nightclubs to unique family experiences; from world class shopping to cultural events and art venues. The City is home to several museums and art galleries, as well as the New World Symphony Orchestra and Miami City Ballet. Walking the streets and esplanades of Miami Beach provides a world of artistic treasures including neon welcome signs, monuments and sculptures, and colorfully painted bridges and bandshells. International art, boat and car shows, and wine and food festivals make their home here every year while streets such as Lincoln Road, Española Way, Ocean Drive, and Collins Avenue provide a wide variety of boutiques, popular retailers and restaurants.



City Government Overview

The City of Miami Beach was incorporated on March 26, 1915. Miami Beach operates on a "Commission/City Manager" form of government. The City Commission consists of the Mayor and six Commissioners who serve as the policy-making body of the City. Authority is vested in the City Commission to enact ordinances, hold public hearings, approve contracts, establish the City's budget and tax assessments, and authorize construction of all public improvements. The Mayor and Commission are elected on a citywide, nonpartisan basis. Elections are held in odd-numbered years with the Mayor elected to serve two-year terms with a limit of three consecutive terms. Commissioners are elected to serve four-year terms with a limit of two consecutive terms. Commission terms are staggered so that not all Commissioners are up for re-election at the same time. On a rotating basis, the City Commission selects one of its members to serve as Vice Mayor for a three-month term. The Mayor, who is the presiding officer at Commission meetings, may vote on all matters that come before the City Commission, but has no power to veto. The City Commission appoints the City Manager, City Attorney, City Clerk, and Inspector General. All other department heads are appointed by the City Manager with the consent of the City Commission.

The City Manager is vested with the responsibility to ensure that policies, directives, resolutions, and ordinances adopted by the City Commission are enforced and implemented. As the Chief Executive Officer, the City Manager is responsible for providing executive level leadership, vision, and guidance to the organization, providing recommendations to the City Commission, and implementing policy directives in an efficient and effective manner. In addition, the City Manager is responsible for the daily operations of the City, preparing and administering the budget, planning the development of the City, supervising City employees, interacting with citizen groups and other units of government, and is otherwise responsible for the health, safety, and welfare of the residents of and visitors to the City of Miami Beach.



Facts About Miami Beach

The City of Miami Beach, located on the southeast coast of Florida, is a unique, historic, diverse residential community of approximately 80,000 residents and 10 million annual visitors. The City daily population comprised of residents, hotel guests, day-tourists, and local visitors. Miami Beach is a cosmopolitan, tropical island city with a strong emphasis on historic preservation and whose residents are as diverse as its visitors.

The City boasts over seven miles of beaches and an uninterrupted beachwalk from one end of the City to the other, two public golf courses, 44 parks, 2 tennis centers, art and culture, dining and nightlife, world-class shopping, and even an ice rink, all within approximately 7 square miles. As a trend-setting arts and entertainment mecca, and a shopping and cultural wonder situated between Biscayne Bay and the blue waters of the Atlantic Ocean, Miami Beach is enjoyed by visitors, world travelers, celebrities, and locals alike.



Land
Approximately 7 square
miles of land



Water Frontage
Approximately 60 miles
of waterways



WeatherAverage annual temperature of 75.2° F



Surf Temperature

Average annual temperature

off Miami Beach's coast is

approximately 80.4° F



City Limits

Government Cut at the southern tip to 87th Terrace at the northernmost boundary and Biscayne Bay to the Atlantic Ocean



City Hall

1700 Convention Center Drive Miami Beach, FL 33139 305-604-CITY (2489) or 305-673-7000 www.miamibeachfl.gov



General Obligation Rating

Moody's: Aa2 Standard & Poor's: AA+

The following sections provide statistical information on the City of Miami Beach at a high level.

The demographics and economic information for the City of Miami Beach reflects the dramatic change since 2000, as the City has changed from a retirement community to a younger, higher income, working community.

DEMOGRAPHIC AND ECONO	omic infor	MATION									
YEAR	2000	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022
POPULATION											
Total Population	87,933	91,026	90,669	91,564	91,784	92,187	91,826	88,885	82,890	80,671	80,017
Population under 18	11,815	13,912	11,605	14,899	13,480	13,559	13,236	14,540	13,859	12,938	*
Population over 65	16,927	14,262	14,544	14,599	15,259	14,942	15,209	14,228	14,908	15,395	*
Median Age	39	39	40	40	42	42	42	39	42	43	*
RACE											
White	86.7%	78.4%	77.0%	77.6%	78.3%	76.4%	75.2%	82.3%	68.5%	65.6%	*
African American	4.8%	4.9%	4.8%	4.7%	4.6%	3.9%	4.1%	2.5%	4.6%	4.7%	*
Asian	1.4%	2.6%	1.8%	1.7%	2.4%	1.5%	1.7%	2.0%	2.3%	1.8%	*
Other	7.1%	15.2%	14.3%	14.5%	16.4%	18.1%	19.0%	13.2%	15.4%	12.8%	*
Hispanic Origin	53.4%	52.4%	53.5%	53.2%	53.8%	54.9%	55.6%	52.0%	58.0%	56.1%	*
HOUSEHOLDS											
Total Households	46,242	43,312	43,650	43,266	44,190	44,475	45,523	40,084	43,237	40,788	*
Median Household Income	\$27,322	\$43,316	\$42,547	\$44,342	\$47,216	\$50,193	\$55,058	\$52,816	\$57,211	\$55,512	*
Mean Earnings	\$56,767	\$83,225	\$85,725	\$94,806	\$97,084	\$97,370	\$105,865	\$113,210	\$109,466	\$118,101	*
Average Household Size	1.9	2.0	2.1	2.1	2.1	2.1	2.0	2.2	2.1	2.0	*
Family Households	18,342	17,844	18,476	18 <i>,777</i>	19,223	19,074	19,071	21,028	19,502	16,626	*
Median Family Income	\$33,440	\$53,351	\$54,513	\$58,486	\$61,949	\$65,691	\$75,105	\$59,004	\$57,211	\$91,008	*
Family Size	2.8	3.0	3.0	3.1	3.0	3.0	2.9	2.9	2.9	3.0	*
Total Housing Units	59,723	67,975	68,388	68,103	69,771	70,628	70,516	65,746	66,947	60,872	*
HOUSING UNIT OCCUPANCY											
Owner: Occupied	16,895	16,154	15,683	15,876	16,425	16,621	15,684	12,861	15,954	14,462	*
Renter: Occupied	29,299	27,158	27,967	27,390	27,765	27,854	29,839	27,223	27,283	26,326	*
Vacant	13,529	24,663	24,738	24,837	25,581	26,153	24,993	25,662	23,710	20,084	*
Vacant: Seasonal Use	7,668	17,076	17,415	19,374	18,339	17,509	16,807	16,338	15,445	13,533	*
Vacant: Current Residence Elsewhere	*	1,112	456	629	769	437	770	864	523	1,459	*

All data based on Census for 2000, and 2013 - 2022 data based on American Community Survey and https://www.census.gov/quickfacts/miamibeachcityflorida
* Data not curerntly available





With legendary beaches, availability of the arts, nightclubs and restaurants, tourism continues to be a major thriving industry in Miami Beach. This is evidenced through hotel occupancy rates, room rates, and annual resort tax collections. The local labor force is a primary driver of our tourism industry and trends are reflected in the Citywide Labor Supply Chart.

CITYWIDE LA	ABOR SUPPLY						
YEAR	LABOR FORCE	EMPLOYED	UNEMPLOYED	EMPLOYED IN MB	LEAVE MB	LOCAL JOBS	NON-RESIDENT WORKERS
2007	49,607	48,164	1,443	18,784	(29,380)	43,351	24,567
2008	48,769	46,859	1,910	18,275	(28,584)	43,802	25,526
2009	48,150	44,436	3,714	1 <i>7</i> ,330	(27,106)	46,315	28,985
2010	49,981	44,922	5,059	1 <i>7</i> ,520	(27,402)	47,772	30,252
2011	50,613	45,802	4,811	1 <i>7</i> ,863	(27,939)	49,169	31,306
2012	50,349	46,767	3,582	18,239	(28,528)	51,125	32,886
2013	50,594	48,097	2,527	19,308	(28,759)	52,621	33,312
2014	51,535	49,191	2,344	19,184	(30,007)	52,192	33,018
2015	55,844	53,301	2,543	19,654	(32,513)	52,734	33,080
2016	55,715	53,439	2,276	20,925	(32,514)	53,282	32,357
201 <i>7</i>	56,487	54,467	2,020	21,215	(35,272)	61,587	32,357
2018	56,884	55,189	1,695	21,364	(35,520)	64,854	32,257
2019	58,330	56,793	1,507	21,896	(36,404)	65,402	32,330
2020	50,628	47,207	3,421	**	**	**	**
2021	51,641	49,683	1,958	**	**	**	**
2022	54,633	53,513	1,120	**	**	**	**
% Change since 2007	10%	11%	-22%	N/A	N/A	N/A	N/A

Year 2015-2019 Labor Supply data based on Environmental Scan data compiled by Economic Development Department

Year 2020-2022 Source - Labor Force, Employed, Unemployed: U.S. Bureau of Labor Statistics

Year 2019 Source - Census on the Map

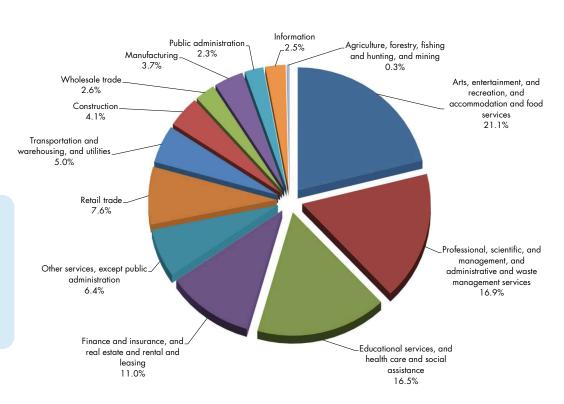
^{**}Data not currently available

Resort taxes are a primary source of revenue for the City of Miami Beach and the tourism industry supports many community programs in the City.

INVESTMENT IN	THE ARTS	/ GROWT	'H OF THE E	NTERTAIN	MENT INDU	STRY				
YEAR	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022
Total # of Rooms	16,624	17,816	19,357	19,667	19,569	19,670	19,982	14,851	20,387	21,624
Оссирансу	78%	82%	74%	78%	79%	76%	77%	49%	66%	72%
Average Daily Room Rate	\$242.07	\$304.39	\$266.10	\$266.10	\$276.68	\$271.09	\$268.36	\$239.04	\$332.60	\$317.97
Revenue Per Available Room Per Day (REV PAR)	\$188.98	\$249.44	\$201.32	\$228.10	\$218.2 <i>7</i>	\$205.74	\$205.87	\$116.41	\$224.66	\$227.34
Revenue Per Available Room Per Year	\$68,978	\$91,046	\$73,482	\$83,2 <i>57</i>	\$79,669	\$75,095	\$75,143	\$42,491	\$82,001	\$82,979
Resort Tax per Available Room Per Day	\$9.82	\$10.38	\$11.62	\$11.51	\$11.62	\$12.05	\$12.14	\$10.52	\$10.65	\$14. <i>7</i> 5
Resort Tax per Available Room Per Year	\$3,586	\$3 <i>,</i> 788	\$4,240	\$4,202	\$4,242	\$4,400	\$4,433	\$3,841	\$3,888	\$5,384
Resort Tax Collections (Fiscal Year)	\$59,613,311	\$61,692,151	\$67,478,933	\$82,082,371	\$83,008,583	\$86,544,078	\$88,576,819	\$57,045,903	\$79,264,972	\$116,424,147
1% Resort Tax Collections (Fiscal Year)	\$11,093,511	\$12,760,351	\$12,852,804	\$13,689,248	\$13,400,735	\$14,062,319	\$14,334,978	\$9,259,455	\$12,519,649	\$19,207,491
2% Resort Tax Collections (Fiscal Year)	\$48,519, <i>7</i> 99	\$54,718,583	\$551,471,112	\$57,107,779	\$56,207,113	\$58,419,440	\$59,906,863	\$38,526,994	\$54,225,675	\$78,009,165
1% Resort Tax Collections - CC Debt Service (Fiscal Year)	\$ -	\$ -	\$ -	\$11,836,11 <i>7</i>	\$13,400,735	\$14,062,319	\$14,334,978	\$9,259,455	\$12,519,649	\$19,207,491
Convention Development Tax* (Fiscal Year)	\$63,919,046	\$69,191,843	\$75,512,712	\$78,624,763	\$78,188,283	\$88,513,592	\$90,970,531	\$61,984,295	\$80,097,429	\$124,033,307
CDT Miami Beach*	\$32,537,713	\$35,812,405	\$39,405,697	\$40,749,325	\$40,411,129	\$44,523,911	\$44,709,838	\$44,543,340	\$39,272,066	\$59,086,087
*Source: Miami-Dade Co	ounty Office of the	Tax Collector. 20	23 includes collect	ions through July	31st 2023					
**Data not available										

2021 Miami Beach Industries Percent of Employment*

Hotels and condominiums are the major tax payers in the City with Arts, Entertainment, Recreation, Accommodation, and Food Services accounting for 21.1% of employment in Miami Beach industries.

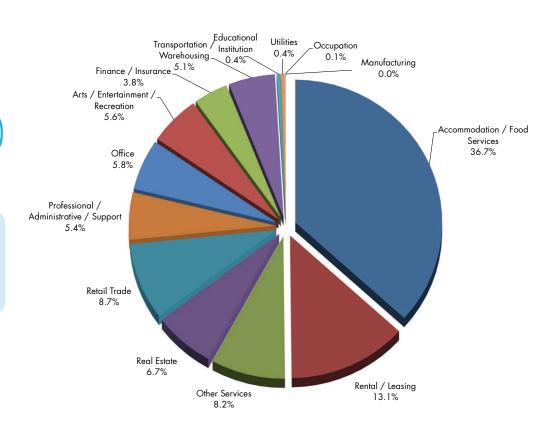


*Based on 2021 American Community Survey Estimates

2023 Miami Beach Business Tax Receipts (BTRs)

10,719 Total BTRs

Accomodations/Food Services accounted for 36.7% of total Business Tax Receipts within the City of Miami Beach in 2023.



Guide for Readers

INTENDED PURPOSES

The Proposed Fiscal Year (FY) 2024 Work Plan and Budget for the City of Miami Beach, Florida, is intended to serve four purposes:

1. The Budget as a Policy Guide

As a policy document, the Proposed Work Plan and Budget serves to inform the reader about the organization and its policies. The budget includes organization-wide financial and programmatic policies and goals that address long-term concerns and issues, as well as its short-term financial and operational policies that guide the development of the budget for the upcoming year. This Proposed Work Plan and Budget document details the services the City will provide during the twelve-month period from October 1, 2023 through September 30, 2024.

2. The Budget as a Financial Plan

As a financial plan, the Proposed Work Plan and Budget details the costs associated with providing municipal services and how the services will be funded. The General Fund section includes a summary and detailed description of all revenues and expenditures. The Proposed Work Plan and Budget document explains the underlying assumptions for the revenue estimates and discusses significant revenue trends. In addition, there is a discussion of the City's accounting structure and budgetary policies.

3. The Budget as an Operations Guide

As an operations guide, the Proposed Work Plan and Budget details how Departments and the General Fund are organized.

4. The Budget as a Communication Device

As a communication device, the Proposed Work Plan and Budget provides summary information to aid the reader in interpreting the document. Charts, graphs, tables, and text are included in every section to consolidate the information as much as possible. The Proposed Work Plan and Budget document also includes a detailed table of contents and a glossary of terms to make it easy to locate the City Manager's Budget Message, and budget summary, which provides readers with a condensed analysis of the fiscal plans of the City for the upcoming fiscal year.



FORMAT OF THE PROPOSED WORKPLAN AND BUDGET DOCUMENT

The City of Miami Beach Proposed Work Plan and Budget is composed of two separate documents: the Proposed FY 2024 Work Plan and Operating Budget and the Proposed FY 2024 - FY 2028 Capital Improvement Plan & FY 2024 Capital Budget. The Proposed Work Plan and Operating Budget starts out with the City Manager's Message, and budget summary, which includes a discussion of initiatives outlined in the City's Strategic Plan, as well as issues that guided the development of this budget.

The Introductory Section includes this "Guide For Readers" and is also intended to give the reader a comprehensive perspective of our City.

The Guidelines and Strategic Planning Section explains how we developed our budget and the thoughts, framework, and policies that guided our process. In addition, the reader will find the linkage between the Proposed Work Plan and Budget and the City's vision, mission, value statements, environmental scans, input from surveys, and performance monitoring. It also presents the linkage between the City's Strategic Plan and the individual department work plans.

The Citywide Budget Section provides information on the City's entire budget. This includes a narrative overview, as well as summary financial information by Fund, Department, and functional area. A comparison of current property tax rates and property values for current and prior years is also included to show historical trends. Additionally, included is a chart showing how the City of Miami Beach property tax rate compares favorably with other municipalities in Miami-Dade County. This section also provides revenue, expenditure, and fund balance details for each of the following funds: General Fund, Enterprise Funds, Internal Service Funds, and Special Revenue Funds. Lastly, this section includes a discussion of Capital and Debt providing information on the capital program, General Obligation Bonds, Debt Service, and Other Long-Term Debt.

The Department Work Plan and Budget Section shows the department name, department mission/purpose statement department description table of organization budget highlights, and significant accomplishments.

The Other Budgets Section includes budget information that is not specific to a department. This includes Citywide Accounts in the General Fund; the Resort Tax Budget which describes the collection and allowable uses of this municipal tax and budgeted amounts; the Redevelopment Agency (RDA) which provides the budget and history of the City Center RDA; and the North Beach Community Redevelopment Agency (CRA) which provides the budget and history of the City Center RDA.

A listing of Citywide staffing by department can be found in the Positions Summary and Details Section. Finally, the References Section (see Appendix) has the Glossary of Key Terms and Acronyms, Fund Definitions, and Directory of City government contacts by department.

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SAMPLE DEPARTMENT WORK PLAN

Title

Indicates the name of the department

2. Department Mission / Purpose Statement

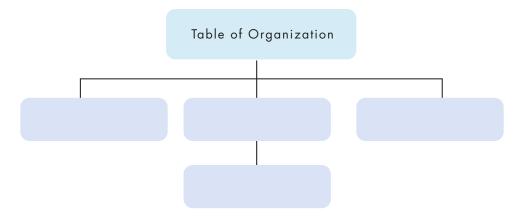
Statement which identifies the role of the department

3. Department Description

Brief description of department, including significant historical events that continue to impact the Department's mission or purpose, overview of major duties and responsibilities, list and map of department facilities, if applicable, current innovative programs, as well as descriptive (workload measures) measures related to the Department

4. Table of Organization

An organizational chart showing the breakdown of divisions and major functions for the department



5. Fiscal Environment

Defines the major funding sources of the department and includes discussion of fees collected by applicable departments

6. Strategic Alignment

Defines the management objectives and budget enhancement actions of the department with the City's overall strategic plan

7. Business Environment

Describes community partners and competing entities, if applicable. Also includes general support requirements needed from other departments in the City

8. Significant Accomplishments

List of prior year accomplishments and status of current year budget initiatives that support the City's Strategic Plan

9. Critical Success Factors

Includes key factors for the current and future success of the department

10. Future Outlook

Discussion of trends and events anticipated over the next five years

11. Performance Plan Highlights

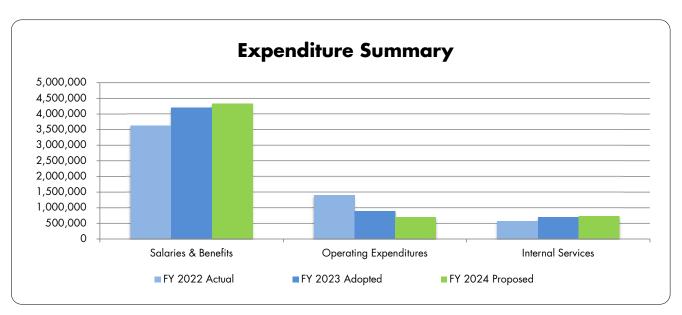
Highlights key performance measures for departments under the purvue of the City Manager

SAMPLE DEPARTMENT WORK PLAN CONT'D

12. Budget Summary

A summary of the prior years' actuals, as well as budgeted departmental revenues, expenditures, and positions

DEPARTMENT FINANCIAL SUMMARY - GENERAL FUND										
Davison Aver		FY 2021 Actual		FY 2022 Actual		FY 2023		FY 2024		
Revenue Area						Adopted		Proposed		
Permits-Planning (Review Plans)		1,973,197		3,878,947		2,500,000		2,748,000		
Design Review Board		1,594,637		1 <i>,757</i> ,935		1,744,000		1,659,000		
Other Planning Revenue		284,935		627,997		549,000		580,000		
Total	\$	3,852,769	\$	6,264,880	\$	4,793,000	\$	4,987,000		
Expenditure Area										
Salaries & Benefits		3,423,195		3,624,541		4,200,000		4,324,000		
Operating Expenditures		589,596		1,393,258		897,000		697,000		
Internal Services		554,000		560,000		693,000		733,000		
Total	\$	4,566,791	\$	5,577,799	\$	5,790,000	\$	5,754,000		
Total Budgeted Positions	27	7.00 + 0.00 PT	2	8.00 + 0.00 PT	2	8.00 + 0.00 PT	2	8.00 + 0.00 PT		



^{*}Some Department Work Plans may contain maps, charts, and other tables not indicated in the Guide for Readers Chart

13. Budget Highlights

A summary of changes in the annual department budget compared to the prior fiscal year, including enhancements or initiatives, that move the department and the City towards achievement of Department objectives



How the Budget is Created

This section provides an overview of the City of Miami Beach's budget process for matching City priorities with available resources and the financial policies that guide budget decisions and spending in the City.

The City of Miami Beach begins its budget process with a strategic planning process to identify the needs and priorities of the community that results in broad goals to guide the City's budget process. These are combined with a preliminary projection of revenues and expenditures based on financial trends and analysis that continue to be refined throughout the budget process.

ESTABLISHING PRIORITIES

A significant driver in developing Citywide priorities is the community input received through the community satisfaction surveys with residents, businesses and community organizations, focus groups, and outreach meetings with the community. The surveys provide an understanding of current satisfaction levels among community groups with the City of Miami Beach government and the services it provides and provides benchmarks to similar jurisdictions and recommendations for improving satisfaction and quality of life, i.e. "key drivers for improving satisfaction". Focus groups and community outreach meetings allow the City to gain more in-depth insight into specific topics.

Surveys conducted in 2022, 2019, 2016, 2014, 2012, 2009, 2007, 2005 and additional focus groups in 2008 and along with an environmental scan of demographics, socio-economic data, and department workload and performance measures; financial trends; and comparatives with other cities resulted in refinement to the City's multi-year goals linked to the City's vision, and more specific annual Citywide Initiatives, endorsed by the City Commission.

The strategic planning process identifies measures to determine whether the City is successful in achieving its goals. Together, these comprise the City's Strategic Plan.

The Strategic Plan is used to guide departments as they analyze existing services and prepare their Work Plans and Budgets. Allocation of resources is based on department work plans developed to support the Strategic Plan. Department work plans are required to support the City's strategic planning priorities and are the basis upon which recommendations for enhancements, reductions, realignments, and efficiencies are made.

BUDGET DEVELOPMENT CYCLE

In December, the Office of Management and Budget (OMB) prepares the annual budget calendar which covers the period of January to September of each year and outlines the steps to be followed throughout the budget development and adoption processes. It lists milestones and critical due dates for all processes and conforms to prescribed deadlines set forth in State of Florida Truth in Millage (TRIM) Legislation (F.S.S.200).

OMB schedules the Citywide department budget kickoff, which is held in January. During the kickoff, all departments are provided a budget manual that includes instructions for work plan development, current service level projections, and budget packages. The instruction manual also contains preliminary OMB expenditure projections of salaries and benefits for the upcoming fiscal year. After attending the budget workshop, each department prepares their Proposed Department Work Plan for the ensuing fiscal year. The City Manager has a preliminary meeting with each department to review the Department's Proposed Work Plan performance priorities and ensure that they support the City's strategic priorities. While not necessarily financial, factors critical to the success of the department's Work Plan are also discussed at this time.

Upon receipt of the Work Plans and Current Service Level budget projections, the analyst assigned to the respective department will review the budget submission for accuracy and completeness, in accordance with the directions in the budget instruction manual. The analyst then evaluates the requests submitted. Each expenditure category (salary/fringe benefits, operations, and capital items) is reviewed for accuracy and justification. The supporting narrative, organizational chart, and position authorizations are also reviewed. OMB summarizes the department's draft current service level request in a spreadsheet with supporting information and binds all materials into a consolidated document for subsequent review with the CFO, Director of OMB, and the City Manager.

The second phase entails submitting budget packages for enhancements, reductions, realignments, and efficiencies. After OMB completes the informal review of all departmental budget packages, a formal review of the submission is conducted before the City Manager with the OMB Director and departments. After each department director has presented its budget to the City Manager, OMB makes a funding recommendation in June, based upon directives received by the City Manager, resulting from the departmental meetings. Concurrent with this internal process is an external process whereby City boards/committees composed of citizens and City staff usually meet at least once monthly. Current service level budgets are refined through this process and input is obtained regarding alignment with the City's Strategic Plan. In addition, City Commission briefings are held throughout the process to advise them of the status of the budget process and preliminary funding levels.

BUDGET DEVELOPMENT CYCLE CONT'D

On July 1 st, OMB receives the annual Certification of Taxable Value from the Miami-Dade County Property Appraiser which states the assessed value of real and personal property within the City of Miami Beach. Since property taxes are the largest revenue stream to the City, this information provides the basis for final adjustments to the annual operating budget.

Workshops with the City Commission are held to obtain input regarding preliminary funding levels recommended by the Administration for the upcoming fiscal year. These public meetings are advertised in the newspaper and hosted by the Administration. Based on directives received at these workshops, OMB prepares an agenda item for submission to the Commission. At the Commission meeting in July, the Commission seeks to set the tentative operating and debt service millage rates for both the principal taxing authority and its dependent taxing district (Normandy Shores), provides an approach to balance the City budget based on these millage rates, and sets the date, time, and location of the first of two public hearings during September to consider the operating and debt service millage rates and budgets.

Based upon Commission action taken at the meeting held in July, the OMB transmits the following Department of Revenue Forms: (1) Certification of Taxable Value-DR-420; (2) Tax Increment Adjustment Worksheet-DR-420 TIF; (3) Maximum Millage Levy Calculation-DR-420 MM-P; and (4) Voted Millage Addendum-DR-420-VMA to both the Miami-Dade County Property Appraiser and Tax Collector pursuant to TRIM legislation. This plan is then translated into a Proposed Work Plan and Budget document which is released to the City Commission, Administration, department directors, and the public in late summer along with the Proposed 5-year Capital Improvement Plan and Capital Budget.

BUDGET ADOPTION

At the first public hearing in September, the City Commission adopts the tentative operating and debt service millage rates and budgets for both the principal taxing authority and its dependent taxing district (Normandy Shores) and sets the date, time, and location for its second public budget hearing. In addition, on or before September 15th, the City Commission adopts the preliminary non-ad valorem assessment rolls and operating budgets for the Biscayne Point, Biscayne Beach, and Allison Island Security Guard Special Taxing Districts in accordance with Florida Statutes.

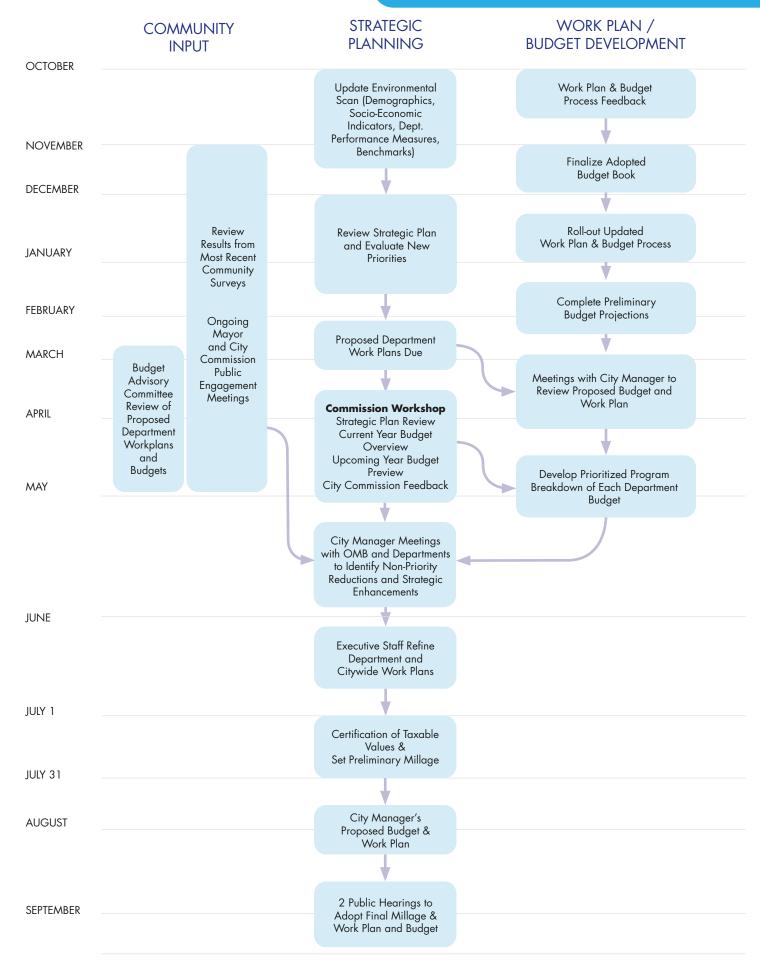
Advertisement for the second public budget hearing is prepared by OMB in accordance with TRIM Legislation. The notice contains the tentatively adopted millage rates and budget from the first public hearing, a notice of tax increase, if applicable, and the date, time, and location for the second public budget hearing. The advertisement must be placed in a newspaper of general circulation within 15 days of adopting the tentative millage and budget, and two (2) to five (5) days prior to the second public budget hearing.



The hearing must be scheduled after 5:00 P.M. on any weekday or anytime on a Saturday. The agenda item for the second public budget hearing is prepared by OMB and serves as the final public hearing required to adopt the final millage rates and budgets for both the principal taxing authority and its dependent taxing district (Normandy Shores).

Based on Commission action taken at the second public hearing in September, OMB transmits within three days, certified Resolutions on the final millage rates and budgets, to the Miami-Dade County Property Appraiser, the Tax Collector, and the Department of Revenue. Within 30 days, OMB submits the "Certificate of Compliance" on Department of Revenue Form Number DR-487 to the Florida Department of Revenue in Tallahassee pursuant to TRIM Legislation. OMB ensures that an Adopted Work Plan and Budget is printed and released to the Commission, Administration, department directors, and the public along with the Adopted 5-year Capital Improvement Plan and Capital Budget.

The following is a general overview of key budget development process dates.



BUDGET AMENDMENT & AUTHORIZATION

The budget is adopted at the fund and department level. Once the budget has been approved, any transfers between funds and/or departments must be approved by the City Commission. During the fiscal year, the budget may have to be amended to cover unexpected deviations in estimated revenues or expenditures. Since State of Florida Statutes mandate that the budgets be balanced, the City Manager must present to the City Commission the necessity for the amendment, as well as the source for the needed funds.

In accordance with Item #12 in the Citizen Bill of Rights contained in the City Charter, Resolution No. 94-21258, and Letter to the Commission (LTC) 162-1994, quarterly reports on the fiscal condition of the City are presented to the City Commission. This analysis compares budget to actual variances and projects yearend revenues and expenditures for General, Enterprise, Internal Service, and Special Revenue Funds. Recommendations for remedial actions to correct weaknesses and amendments to the budget, if necessary, are provided by the Administration.

ACCOUNTING BASIS

The accounts of the Governmental Funds (General, Special Revenue, and Debt Service Funds) have been prepared on the modified accrual basis of accounting. Modifications of the accrual basis of accounting are as follows:

- Revenues susceptible to accrual and material revenues that are not received at their normal time are recorded on the accrual basis, while other revenues are recorded when received in cash.
- Expenditures are recorded on an accrual basis with these exceptions: prepaid expense items are recognized as expenditures at the time of purchase and interest on long-term debt is recognized as expenditures at maturity date.
- 3. Encumbrances are recorded as reservations of fund balance until they are expended or accrued as a liability in the fund.

The accounts of the Proprietary Funds (Enterprise and Internal Service) have been prepared on the full accrual basis of accounting. Revenues are recognized in the accounting period in which they are earned; expenses are recognized in the period in which they are incurred. Water, Sewer, Sanitation, and Stormwater utility service revenues are recognized as billed.

BUDGETARY BASIS

Annual budgets are adopted for the General Fund, General Obligation Debt Service Fund, Enterprise Funds, Internal Service Funds, and Special Revenue Funds. All budgets are adopted on a basis consistent with Generally Accepted Accounting Principles (GAAP) (i.e., the governmental funds use the modified accrual basis of accounting while the proprietary funds use the full accrual basis). Exceptions to GAAP are as follows: (a) Principal payments on long-term debt within the Proprietary Funds are applied to the outstanding liability on a GAAP basis, as opposed to being expended on a Budget basis; and (b) Capital outlay within the Proprietary Funds are recorded as assets on a GAAP basis and expended on a Budget basis. Depreciation expenses for the Proprietary Funds are listed as Renewal & Replacement transfers.

The appropriated budget is prepared by fund and department. Pursuant to State of Florida Statute 166.241, the amount available from taxation and other sources, including amounts carried over from prior fiscal years, must equal the total appropriations for expenditures and reserves. Departments may make transfers of appropriations within a department line item subject to OMB approval. Transfers of appropriations between departments require the approval of the City Commission. The legal level of budgetary control (i.e., the level at which expenditures may not legally exceed appropriations) is the department level. Appropriations generally lapse at year-end except appropriations for Grant funds and Capital Improvement Project Funds which are carried forward until the project is completed.



Financial Policies

The City of Miami Beach's Strategic Plan has been developed to ensure the long-term sustainability of City government: ensure expenditure trends are sustainable over the long term and improve overall financial health and maintain overall bond rating. Beginning in January 2007, the Budget Advisory Committee (BAC), with support from City administration, undertook the task of analyzing the City's existing policies, identifying best practices as recommended by the Government Finance Officers Association (GFOA), and reviewing policies of other highly-regarded municipalities. City staff conducted extensive research and provided insight regarding rating agency considerations for improving their perspective on the financial outlook for the City. The following policies include those that have been adopted by the City Commission as a result of that effort, as well as policies have had existed prior to that time.

Policy: Stabilization Funds and Fund Balance/ Contingency Planning and Cash Reserves

On June 5, 1996, the City Commission adopted Resolution No. 96-22014 which appropriated \$10 million into a reserve for contingencies in the General Fund. This resolution called for this reserve to remain at 11% of the General Fund Operating Budget of the ensuing year. On February 18, 1998, the City Commission adopted Resolution No. 98-22661 which defined a public emergency for which funds could be used as well as stipulating that expenditure specifically requires a 5/7 vote rather than a majority of the Commission.

On September 21, 2006, the Commission adopted Resolution No. 2006-26341 which stated that in addition to the 11% of General Fund Operating Budget Emergency Reserve, the City shall have a goal to maintain a General Fund Reserve for Contingencies equal to 6% of the General Fund Operating Budget. In combination with the 11% of Emergency Reserve, this represents 2 months of the General Fund Operating Budget expenditures.

Further, the Resolution stated that the City of Miami Beach shall have a goal to develop and maintain appropriate levels of reserves in the Enterprise Funds as in the General Fund, and a goal of maintaining a reserve of 100% of pending claims in the Risk Management Fund and shall strive to fund 2/3 of the estimated value of insurance claims incurred but not reported.

On September 11, 2019, the City Commission adopted Resolution No. 2019-30954, based upon the recommendations of the Budget Advisory Committee, amending the City's General Fund reserve policy set forth in Resolution No. 2006-26341, by increasing the required reserve for emergencies from 11% to 17% and the goal for reserve for contingencies from 6% to 8%, effectively increasing the total reserve target from 17% to 25%, or from 2 months to 3 months, of the City's annual General Fund operating budget.

Policy: Debt Issuance

Article V of the City Charter and Article III of the City Code empower the City Commission with the authority, by Resolution, to issue bonds for the purpose of paying all or part of the cost of projects. The principal of and interest on each series of bonds shall be payable from pledged revenues. At the option of the City Commission, the City may covenant to budget and appropriate from non-ad valorem revenue sources identified by the City by Resolution or from general non-ad valorem revenues of the City an amount necessary to make up any deficiency in the payment of the bonds.

Policy: Use of Non-Recurring Revenues

Pursuant to Resolution No. 2006-26341 adopted by the City Commission on September 21, 2006, the City of Miami Beach will use one-time, non-recurring revenue for capital expenditures or one-time expenditures and not to subsidize recurring personnel, operations and maintenance cost.

Policy: Balancing the Operating Budget

The Office of Management and Budget (OMB) is responsible for ensuring the financial stability and integrity of the organization by maintaining a balanced budget. This is accomplished by the development, presentation, and adoption of the organization's annual operating budget in accordance with the requirements of Florida Statute 200.065, commonly referred to as TRIM (TRUTH IN MILLAGE). Additionally, Florida Statute 166.241 requires that the amount available from taxation and other sources, including amounts carried over from prior fiscal years, must equal the total appropriations for expenditures and reserves. A budget is balanced when the sum of estimated net revenues and appropriated fund balances is equal to appropriations.

Further, Resolution No. 94-21258 adopted on July 27, 1994 requires review and reporting to the Miami Beach City Commission of adjustments and amendments to the City of Miami Beach annual budget for the purposes of conforming actual expenditures to the adopted budget at least once every quarter.

Policy: Pension Reform

On July 19, 2013, the City Commission adopted Resolution No. 2013-28290, which includes policies and guidelines intended to address increasing costs derived from the benefits provided to the pension plan members, particularly in the pension fund for Firefighters and Police Officers in the City of Miami Beach, which represent the fastest growing costs to the City's budget in recent years. These policies and guidelines address four perspectives to ensure long-term pension reform: (1) Affordability and Sustainability, (2) Appropriate Benefits to Provide to Employees, (3) Recruitment and Retention, and (4) Management of Risk/Risk Sharing. Included in these policies adopted by the City Commission through Resolution No. 2013-28290, are the following:

- The City shall fund at least the normal cost of pension. If this
 exceeds the amount of the actuarially determined annual
 required contribution, the excess should be placed in a
 pension stabilization fund to be made available for future
 pension shortfalls.
- There shall be an experience study of each of the City's pension plan's actuarial assumptions performed by an actuary that is independent from the pension board. The experience study should be conducted at lease once every three years to compare actual experience to the assumptions. The independent actuary shall make recommendations for any changes in assumptions based on the results of the experience study and any deviations from those assumptions by the pension board shall be justified to the City Commission.

Policy: Guiding the Design of Programs and Services

Pursuant to Resolution No. 2006-26341 adopted by the City Commission on September 21, 2006:

- The City of Miami Beach shall create a strategic plan that identifies multi-year strategic priorities with corresponding result measures for each priority.
- Annually, the City of Miami Beach shall use a strategic planning process to develop initiatives that support the strategic plan priorities.
- The budget process and format shall be performance-based and focused on performance measures.
- Any new initiatives not core to the City's core mission identified
 in the strategic plan that is greater than 0.5% of budget for
 the fund impacted per year, or cumulatively, shall be first
 considered as part of the City's annual strategic planning
 process to develop initiatives.

Policy: Cash Management

Excess cash during the year is invested in cash deposits, money market funds, U.S. Treasury obligations, U.S. government agencies, commercial paper, corporate bonds, and repurchase agreements. The investment policy of the City is to minimize credit and market risks while maintaining a competitive yield on its portfolio. Accordingly, deposits were either covered by federal depository insurance or a collateral pool held by the State Treasurer for the benefit of all public deposits in Florida, or by collateral held by third parties in trust in the name of the City. All cash and investments of the City currently meet the criteria for Risk Category #1 as defined by the Governmental Accounting Standards Board.

Policy: Managing Investments

On September 27, 1995, Resolution No. 95-21726, as amended by Resolution No. 97-22315 on March 5, 1997, adopted an investment policy for the City of Miami Beach which specifies the authorized investment options and defines the percentage of City funds which may be invested in said categories. The investment objectives are safety of capital, return on capital and liquidity of capital. Investment returns are important and can make significant contribution to the City's operations and capital projects.

Resolution No. 2004-25456, adopted on January 14, 2004, authorized the Administration to contract with MBIA Municipal Investors Service Corp provides Investment Advisory services to the City to manage and direct the investment of excess funds in accordance with the City of Miami Beach Investment Policy investment objectives.

On December 12, 2018, the City Commission adopted Resolution No. 2018-30623 amending the City's Investment Policy and Procedure by updating percentages and maturity limits per issuer, adding new types of investments, updating the policy to conform to current government industry best practices, and providing that the Investment Program be reviewed and rated by the Association of Public Treasurer (APT) and Standard and Poor's.

Policy: Capital Asset Acquisition, Maintenance, Replacement and Retirement

Pursuant to Resolution No. 2006-26341 adopted by the City Commission on September 21, 2006, the City of Miami Beach shall have a goal to fund at least 5% of the General Fund Budget for the following capital needs as a permanent part of the budget.

Capital Renewal and Replacement Fund

The purpose of this fund is to ensure adequate funding for the renewal and replacement of the City's General Fund facilities to extend the useful life or replace equipment whose useful life has expired. City of Miami Beach Resolution No. 2004-25697, dated September 28, 2004, established a restricted renewal and replacement fund that is funded by dedicating a portion of the City's operating millage. The dedicated millage and project specific appropriations from the fund are reviewed and approved each year by the City Commission as part of the budget process. Unused funds stay in the accounts until projects are completed or can be used for other projects, subject to Commission approval. City Commission Resolution No. 2005-25832, dated February 23, 2005, established more stringent criteria for the use of these funds by summarizing the criteria into critical areas; include a preamble/whereas clause pertaining to emergency use of funds; and provide a provision for emergency use of the funds.

Capital Reserve Fund

The purpose of this fund is to help ensure adequate funding related to previously approved capital projects for expenditures due to bids that are over-budget, change orders, or other unforeseen items for General Fund projects.

- Further, Resolution No. 2006-26341, adopted by the City Commission on September 21, 2006, stipulates that the City of Miami Beach shall have a goal to develop and maintain appropriate levels of capital reserves in the Enterprise Funds as in the General Fund.
- In addition, Resolution No. 2002-24764 adopted by the City Commission on February 20, 2002 requires that annual General Fund revenues in excess of expenditures shall be transferred to the Capital Reserve Fund.

Pay-As-You-Go Capital Fund

In order to ensure adequate on-going reinvestment in capital plant and equipment and avoid deferring capital needs until there is a major bond issue, City of Miami Beach Resolution No. 2018-30429, which was adopted on July 25, 2018, established a dedicated millage commencing in FY 2019 to provide funding for General Fund capital projects while simultaneously allowing for growth over time with property values.

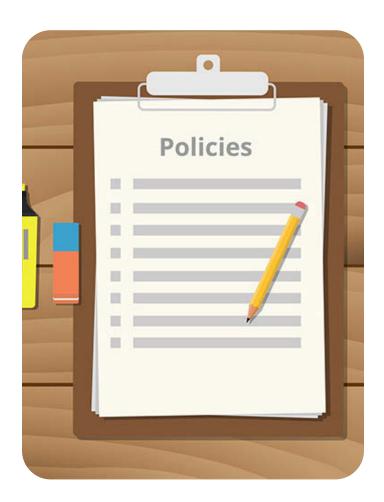
Information and Communications Technology Fund

The purpose of this fund is to help ensure adequate funding for the procurement of new or enhanced information and technology needs of the City.

Policy: Fees and Annual CPI Increases

During the FY 2019 budget process, the City Commission directed City staff to review the City's current approaches for annually indexing the City's rates, fees, and charges (collectively, the "City Fees"). The purpose of this review was to help ensure that the City's fees kept up with inflation and were sufficient to recover the costs of providing services to the City's residents and customers. From a best financial management practices standpoint, smaller incremental increases over time would help avoid future "rate shock" and large "catch up" rate increases. Annual rate indexing is looked upon favorably by credit rating agencies and can help position the City for higher credit ratings and lower interest rates when debt financing high-priority capital improvements for the betterment of the City.

On September 25, 2019, the City Commission passed Ordinance No. 2019-4299, which established an annual adjustment for certain specified fees and charges to reflect increases in the Consumer Price Index (CPI). It also established that certain other fees and charges shall be subject to adjustment as otherwise provided in the City code.



Policy: Resort Tax Reserve Fund

On April 23, 2014, the City Commission adopted Resolution No. 2014-28543 based upon the recommendations of the Budget Advisory Committee, which established a financial policy for the establishment of a reserve in the City's Resort Tax Fund. The adopted reserve policy for the Resort Tax Fund addresses the volatility of this key funding source to minimize potential future negative impacts from unforeseen events, ensures continuity of operations in both the Resort Tax Fund and General Fund, and maintains or improves the City's credit ratings.

On January 16, 2019, the City Commission adopted Resolution No. 2019-30664 based upon the recommendations of the Budget Advisory Committee, which amended the City's Resort Tax Fund reserve policy as set forth in Resolution No. 2014-28543.

The Resort Tax Fund reserve policy was amended as follows: (1) The City of Miami Beach shall maintain a minimum reserve in the Resort Tax Fund (Fund 160) of two months of total revenue of the 2% resort tax and shall have a goal of maintaining a minimum reserve equal to six months of total revenue of the 2% resort tax; (2) Said goal of six months of total revenue of the 2% resort tax shall be established within the timeframe of ten years effective as of October 1, 2019; (3) A permanent contingency reserve is hereby established in an amount not less than two months of total revenue of the 2% resort tax in the Resort Tax Fund to be held for use in a public emergency if and when an emergency affecting life, health, property, public safety, or a significant economic impact on resort tax collections, and the expenditure of such funds is authorized by a five-sevenths (5/7) vote of the City Commission; (4) Said contingency reserve shall be increased or decreased annually, but shall be maintained at a minimum amount of two months of total revenue of the 2% resort tax of the then existing Resort Tax Fund Budget; (5) As the reserve level increases over time to meet the six month goal, the minimum required 2% Resort Tax reserve will increase above the initial two months, as a moving floor, beginning an attainment of the remaining target. For example, once the reserve attains the four month target at the end of a fiscal year, the minimum reserve would increase to three months and so on, until the six month minimum reserve is achieved; (6) Prior to any expenditures from this reserve, the Mayor and City Commission must declare an emergency affecting life, health, property, public safety, or a significant economic impact on resort tax collections, and authorize said expenditures by a five-sevenths (5/7) vote. The Administration is directed to restore the reserve to its aforementioned level in an amount of not less than five hundred thousand dollars (\$500,000) annually, by an amendment to the Adopted Resort Tax Fund Budget.

Proposed FY 2024 Budget

The City of Miami Beach's Proposed FY 2024 Budget is in compliance with the financial policies set forth in this document, with the exception of the following policies adopted by the City Commission:

- Use of Non-Recurring Revenues the City will use onetime, non-recurring revenue for capital expenditures or onetime expenditures and not to subsidize recurring personnel, operations, and maintenance costs (Resolution No. 2006-26341)
- 2. Capital Asset Acquisition, Maintenance, Replacement and Retirement funding capital needs in an amount of at least 5% of the GF's annual budget (Resolution No. 2006-26341)
- Capital Reserve Year-end General Fund surplus transferred to the Capital Reserve Fund annually (Resolution No. 2002-24764)
- 4. Pension there shall be an experience study of each of the City's pension plan's actuarial assumptions performed by an actuary that is independent from the pension board, which should be conducted at lease once every three years to compare actual experience to the assumptions (Resolution No. 2013-28290)

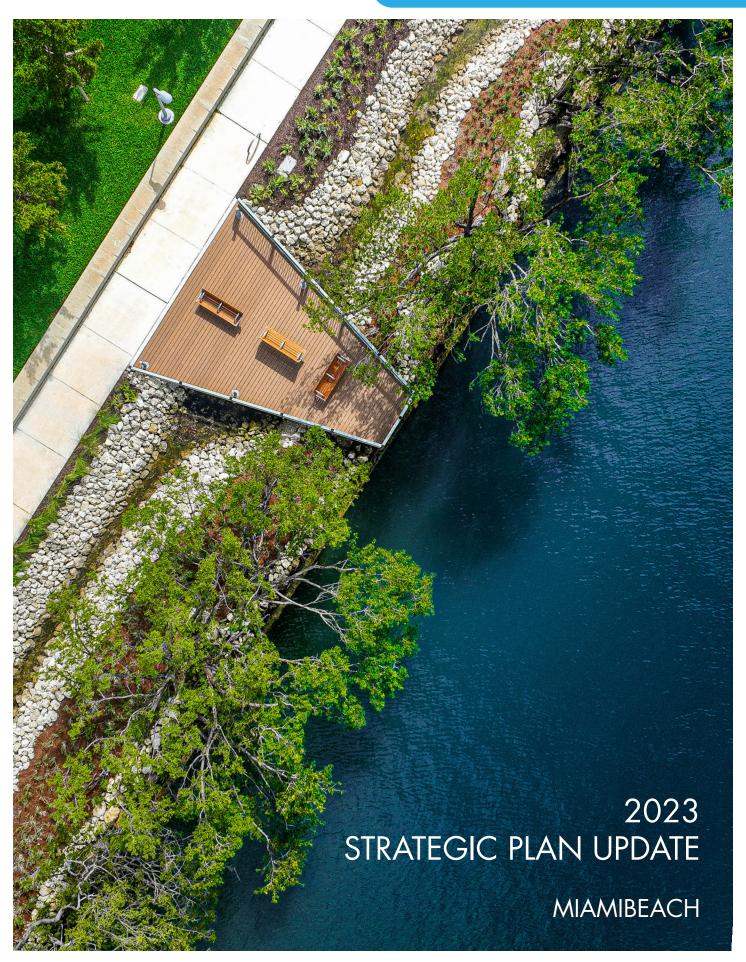
It is important to note that this is primarily due to various factors, including inflation and ongoing global supply chain disruptions that are impacting projects. As a result, the City has been working toward these goals, with the intention of revisiting these policies in the near future, as the global economy stabilizes and operations return to normalcy. In addition, the City's pension policies will be reviewed as part of collective bargaining that will be commencing soon for the next cycle of negotiations.

WANT EVEN MORE INFORMATION?

For more information on these Resolutions and other documents, visit the City of Miami Beach's document center at:

http://docmgmt.miamibeachfl.gov/WebLink/ Browse.aspx

From there, you can browse a large collection of official City documents by using the search bar.





with a vision of a prosperous and resilient future for the City of Miami Beach, the Mayor and City Commission adopted the Miami Beach Strategic Plan: Through the Lens of Resilience on July 17, 2019 – an innovative effort to tackle the challenge of living with sea level rise through an integrated plan to create quality-of-life opportunities for the local community with both traditional government and progressive resilience-building actions.

The 2019 strategic plan was created to complement the development of Resilient305, an intergovernmental resilience strategy that was co-produced by the City of Miami Beach, the City of Miami and Miami-Dade County. The initiative, which was launched officially on May 30, 2019 involves expert consultants, community partnerships and other resources to assist the three entities crafting Resilient305.

Miami Beach is an experience. Its global standing and subtropical environment make it a uniquely dynamic place to live and work. While it is critical to maintain the routine operations that keep the City running from day to day, long-term vision and execution are crucial considering our climate change risks and dynamic environment. Integrating resilience with traditional government strategic planning is forward-thinking, essential and generates a better quality of life for the community.

A resilience strategy is the product of a process during which a City develops a better understanding of the challenges it faces; reviews its ability to address those challenges and unites people, projects and priorities, so that the City is prepared for any big economic, societal or environmental change. Resiliency naturally integrates into strategic planning efforts as an organization's process of prioritizing and allocating resources in a way that can work to achieve an ideal vision for the future state of being.

The 2023 Strategic Plan Update provides a snapshot of where we are today in preparation for a new strategic plan in 2024. The 2024 plan will reflect Commission priorities and the results of resident and business satisfaction surveys anticipated to be conducted in early 2024. These surveys are conducted every two years and provide benchmarking and trend data to assess areas for improvement as well as services exceeding expectations.

The 2019 Miami Beach Strategic Plan had a simple structure, leading with the long-term vision that provided direction for **five vision areas**.

The **mission** to provide excellent public service and safety to all who live work and play in our vibrant, tropical, historic community remained. Each vision area included the following:

- **Commission Goals** representing a reflection of the organization's top priorities.
- **Comprehensive Management Objectives** providing more specific direction to the management team for accomplishing the goals.
- **Featured Actions** as top priorities for departments to implement. Each year, these actions were reviewed, and additional actions identified and funded through the annual budget process.

STRATEGIC PLANNING





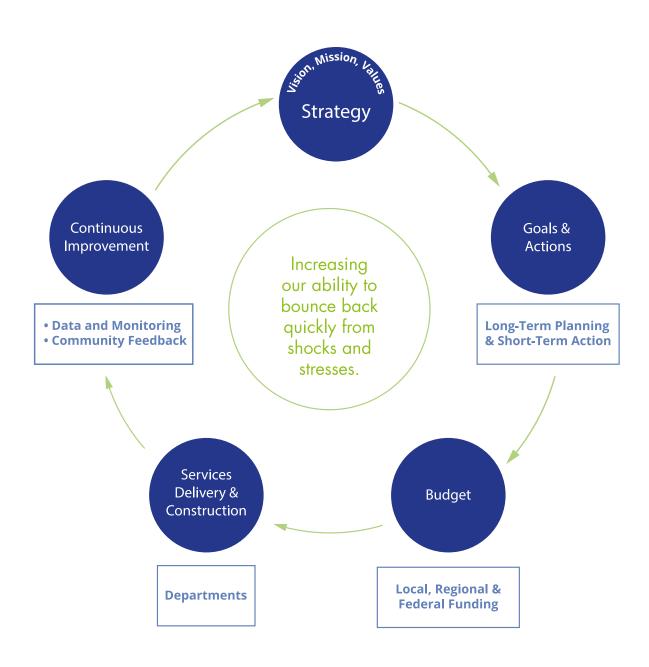
2019 STRATEGIC PLAN

FIVE VISION AREAS

The strategic plan is organized by the five vision areas, with implementation objectives and actions included for each.



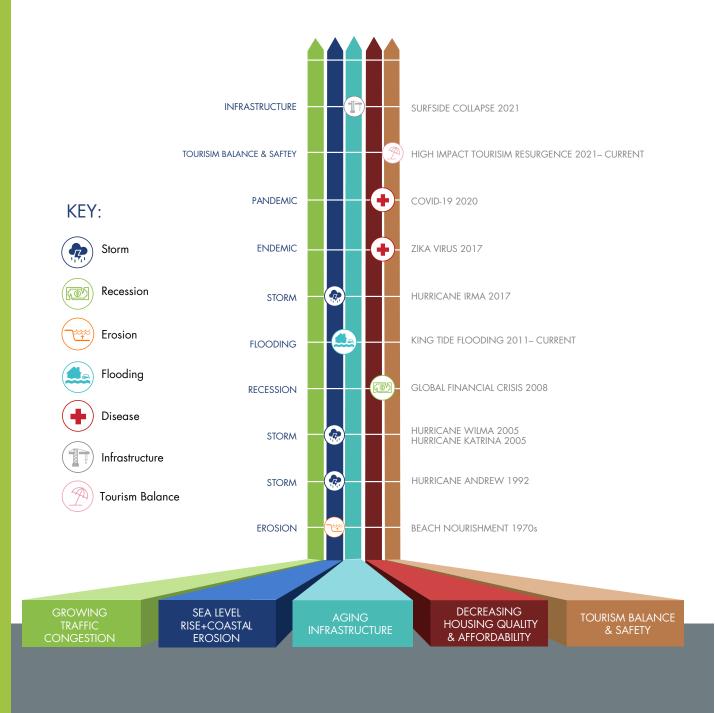
The strategic plan sets the direction and goals for the City, while the budget provides the resources needed to achieve those goals. The budget process is our opportunity to prioritize funding to deliver services and projects for the community. The purpose of strategic alignment is to allocate resources to our organization's priorities. To support this effort, each department identifies the vision area, objectives, and featured actions they are leading or implementing. This provides a highlight of top strategic priorities.



UNDERSTANDING CHALLENGES

Understanding our challenges has brought additional underlying issues to the surface and creates opportunities to better prepare for future occurrences.

Since the plan was developed in 2019, the City has weathered additional challenges: the COVID-19 pandemic; public safety challenges, particularly during the popular spring break period; and significant flooding events in areas not yet improved.



2023 STATUS

Despite these challenges, significant progress has been made toward achieving the goals and management objectives of the 2019 Plan with several Featured Actions in the 2019 Plan completed or underway.

Additionally, the City has successfully achieved voter approval of two referenda general obligation bond issuances totaling almost \$600 million for Parks, Infrastructure, Public Safety and Arts and Culture. A survey update was conducted in 2022 and additional important actions in support of the Strategic Plan Goals and Objectives have been identified and funded though the annual budget process.

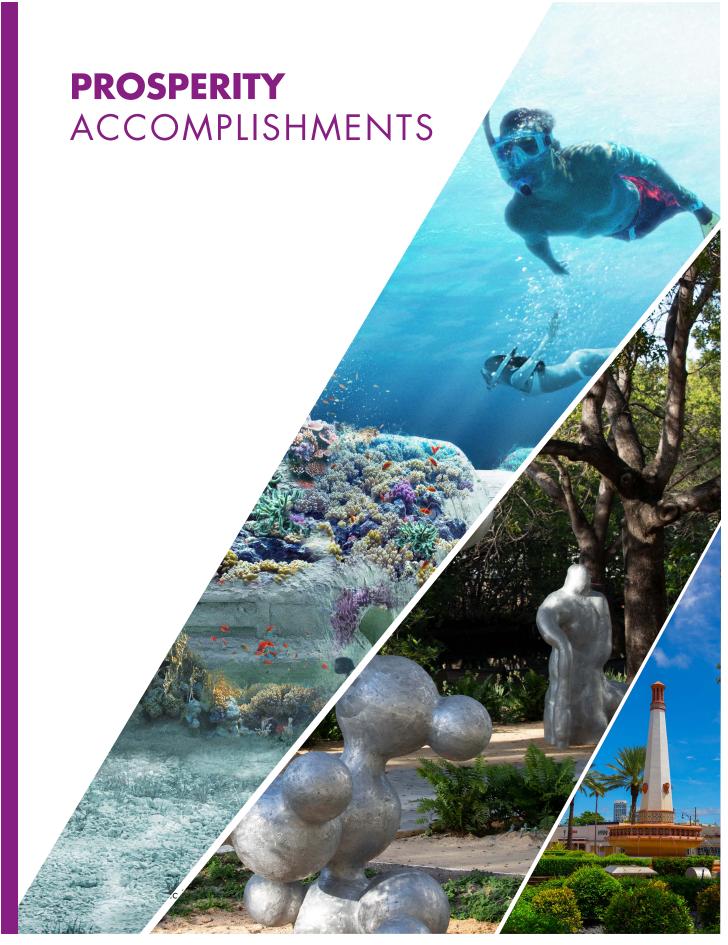
The following pages provide a summary of the progress.











PROSPERITY ACCOMPLISHMENTS

PROSPERITY

Vision: A prosperous City with a special flavor of arts, culture, education and business.

Objectives: Build on our arts and culture strengths, balance tourism with quality of life, revitalize areas and support excellence in our schools.

ACTIONS COMPLETED

- Completed Miami Beach Convention Center Campus.
- Acquired an art installation by multi-disciplinary Afro-Cuban artist Juana Valdes, installed in the East Lobby of the Miami Beach Convention Center, through the City's Legacy Purchase Program.
- Complete On November 8, 2022, the voters of the City of Miami Beach approved the issuance of \$159 million in Arts and Culture Bonds. Tranche 1 funding in the amount of \$101.7M closed on July 27, 2023.
- Implemented new regulations for North Beach Town Center and approved and permitted a number of development projects in the area. Private development is now underway in the area.
- Obtained approval for the North Beach Community Redevelopment Agency (CRA), established the North Beach CRA office, and introduced concierge services for district residents and businesses. Additionally, private development is underway in the North Beach Town Center area. In its inaugural budget year (FY 2023), the North Beach CRA saw tax increment growth of 11.6% over the base year.
- Presented a series of temporary public art installations, including 12 works for No Vacancy, Miami Beach, 14 works for Aspen Ideas: Climate, and the 40-foot steel sculpture commission Starchild by the artist duo FriendsWithYou. The Starchild sculpture is being added as a permanent piece to our City's Art in Public Places collection and Tobias Rehberger's "Obstinate Lighthouse (2011)" located in South Pointe Park underwent a major renovation.
- Launched Elevate Española as a dedicated art presentation site that commissions two annual installations suspended above the historic Española Way corridor, bringing contemporary art to one of the most publicly visible areas of Miami Beach. Installations to date include, Trapeze Contortionists and Very Moving, featuring a system of mobiles to create a kinetic sculpture and painting installation.
- Installed a Miami Beach sign to act as a temporary photo installation in Lummus Park between 5 and 6 streets, with the intent of encouraging residents and visitors to snap a photo and share across their social channels.
- City-supported educational initiatives are now accessible to all K-12 schools located on Miami Beach including expanded pre-kindergarten scholarships, dual-enrollment offerings with several colleges and universities, first-generation college scholarships, and community student job fairs.
- The City partnered with multiple local universities and several lvy League schools to expand the paid internship program for City departments.

OTHER ACTIONS UNDERWAY AND ONGOING

Arts and Culture/Attracting Local Residents

- Paid marketing campaigns for Find Your Wave, Art Week, No Vacancy, Elevate Española, Miami Beach OnStage!, Culture Crawl and We Heart Biscayne Bay.
- The City is in the process of executing approximately 12 cultural projects over the next 3 years along with an additional 9 projects being executed directly by cultural institutions through Grant agreements.
- While continuing successful cultural events such as the Hispanic Heritage Festival, added events such as the Juneteenth event, Black History Night Celebration, José Martí event, Simón Bolívar event, the Youth Music Festival and the Soul Vegan Food Festival.
- Business attraction and retention leveraged partnerships and resources to cultivate relationships with and attract the technology and financial services industries to Miami Beach by attending and participating in events that offer opportunities for staff to showcase current programs, incentives and engage with business owners.

Convention Center Campus

- While the COVID-19 pandemic delayed the Grand Hyatt Convention Center Hotel, approved Force Majeure extensions awarded to the developer provided a contractual outside possession date of April 2024. The City has created an early access agreement allowing a one-year advancement of work which is well underway. The demolition of the annex building and The Fillmore Miami Beach at Jackie Gleason Theater rehearsal room is complete and construction of the back of house improvements to the theater and other infrastructure is underway and nearing completion. This will facilitate the anticipated possession date in fall 2023 and potential opening of the hotel in 2026.
- The Fillmore Miami Beach at Jackie Gleason Theater improvement project was approved as part of the 2022 and 2018 G.O. Bond referendums. Selection of architect/engineer consultant will commence by fall 2023.

North Beach Town Center/Byron Carlyle/Ocean Terrace/41 Street

- Miami Beach Bandshell rear canopy has been completed.
- Miami Beach Bandshell Facility Upgrades Selection of Architect/Engineer consultant will begin by fall 2023.
- Byron Carlyle Theater renovation/replacement vision in development. Funding was approved as part of the 2022 G.O. Bond Arts and Culture. Potential timeline if City will be proceeding with the project, Community charrettes have been conducted, Request for Letters of Interest (RFLI) of interested firms have been received. Next step is to engage with a strategic arts/culture program consultant to assist in developing the vision for the theater.
- Ocean Terrace Park Project is in permitting.
- New residential construction is underway in North Beach, which will encourage additional development and enhance the incremental tax growth of the North Beach Community Redevelopment Agency in future years.
- A \$10 million grant agreement for the design of North Shore D, known as the North Beach Town Center, was executed and negotiations for the project design are underway.

- 41 Street Corridor Improvements design completion anticipated summer 2024.
- 41 Street BID anticipated to be completed by summer 2023 Worked with the 41 Street Business Improvement District (BID) Steering Committee to prepare the necessary documentation for authorization by the City Commission to conduct a special mail ballot election. The mission of the BID is to support the vitality of the corridor by augmenting and improving services and increasing the vibrancy and quality of outcomes of businesses, residents and visitors.

Ocean Drive Renovation, Activation, and Programming

- Activation and programming by incentivizing large-scale fitness and cultural events such as AVP Miami Beach Open.
- Implemented pilot pedestrian promenade and working with Miami-Dade County to permit final two-way bike lane.
- Ocean Drive Corridor/Lummus Park Feasibility Study has commenced.

Lincoln Road Renovation

- Lincoln Road lighting upgrades complete by fall 2023.
- Lincoln Road Connectors (Meridian Avenue and Drexel Avenue) to start spring 2024 with anticipated completion in 2025).

Tourism Balance/Change Nature of Tourism

• All departments were involved in addressing the challenges of the spring break period, including production of Miami Beach Live!, Association of Volleyball Professionals celebrating its 40th Anniversary on Miami Beach after years of being in Fort Lauderdale, the King and Queen of the Courts international volleyball tournament from the Netherlands celebrating its inaugural event in the U.S. in Miami Beach, Kiwanis of Little Havana, which created Art on the Drive as part of its Carnival Miami Experience events, local business Crunch Fitness and the Nike Lincoln Road flagship store programming smaller ancillary events each weekend in March, as well as Miami Beach Fitness Festival powered by Hyrox, hosting over 600 athletes as well as in a series of high impact intervals.



- The City continued its award-winning public safety campaign "Take Care of Our City" during the month of March, which highlighted local laws in a welcoming manner.
- Successfully implemented a comprehensive and coordinated major events plan for Memorial Day weekend to ensure the safety and enjoyment of residents and visitors, which included the return of the popular Hyundai Air & Sea Show.





NEIGHBORHOODS ACCOMPLISHMENTS

NEIGHBORHOODS

Vision: A safe City with a mosaic of residents enjoying life in iconic and historic neighborhoods.

Objectives: Build resident satisfaction through safety, cleanliness, parks and modern codes.

ACTIONS COMPLETED

Significantly Enhanced Public Safety Staffing

- Added 17 police officers to provide a higher level of service in the Entertainment District and added two more police officers funded from the Smith & Wollensky lease.
- Added staffing for the Marine Patrol unit to provide expanded coverage seven days a week.
- Added a Fire Rescue unit with 14 positions, which will also operate the new fire boat to provide proactive patrols of our waterways from a new location in Maurice Gibb Memorial Park.
- Added a Public Information Specialist to the Public Information Office in the Police Department tasked with direct and educational messaging regarding police activities, perception of crime and the community outreach engaged in by the department. This spring, the Police Department's Community Affairs Unit (CAU) planned and executed a Mid Beach block party. Several departments participated, including Code, Economic Development, Fire Department, Housing and Community Services, Capital Improvement Projects, Facilities and Fleet Management, Parks and Recreation as well as Public Works. The Police Department also participated in several outreach initiatives, both locally and across Miami-Dade County to further enhance their relationship with the community.
- Conducted Police Department re-training in Fair & Impartial Policing to reinforce commitment to ethical and unbiased policing.
- Created You + Me = MBPD campaign with statistics and police-related stories in MB magazine.
- Converted 29 part-time Park Rangers to full-time status over three years to add coverage on Ocean Drive, the Beachwalk from 46 to 79 streets, and partial coverage for rovers in various neighborhood parks.
- Added six code officers for enhanced coverage in the Entertainment District and three more officers to address short-term rentals.

Park Improvements

- Completed multiple parks and beachfront bathroom renovations and replacement of park benches and recycling containers as well as painting of facilities, playground repairs and landscape improvements.
- Installed fencing and cameras in the basketball courts at South Pointe Elementary School.

CONTINUED....

- Funded event enhancements of City parks through Formula 1 sponsorship, including landscape enhancement projects with an emphasis on Bandshell Park and Lummus Park.
- Completed Parks Master Plan in 2020 and presented to the Miami Beach Commission.
- Created eight dedicated pickleball courts and five dual-use pickleball courts and added sports lighting at the Miami Beach Golf Club courts. Additionally, the 1755 rooftop offers four pop-up pickleball courts.
- Completed Brittany Bay Park in spring 2023.
- Completed 600 Alton Park in summer 2022.
- Completed Robert Hass and Joe Rubin Handball Court renovations at Flamingo Park.
- Finalized Scott Rakow Youth Center gymnastics and patio flooring.
- Improved Marjory Stoneman Douglas playground.
- Finished LED lighting improvements at Flamingo Park football, tennis, pool, basketball and soccer facilities.
- Resurfaced Flamingo Park Tennis Center and Polo Park basketball courts.
- Replaced South Pointe Park fishing pier railing.
- Completed Citywide court improvements.
- Replaced Miami Beach Golf Course range netting.
- Added new dog park and shade structure at Allison Park.
- Completed new slack lines at Muscle Beach.
- Installed a new Benito Juárez pedestal and bust in Collins Park.

Improved Neighborhoods

• Reforested multiple neighborhoods through the G.O. Bond Program, including in North Beach and Mid Beach by planting more than 1,900 native and Florida-friendly trees, guided by the Urban Forestry Master Plan, as we seek to reach our goal to increase the tree canopy from 17% to 22% by 2040.

Adopted Progressive Codes and Guidelines

- Launched the #NoFilter campaign as a visual way to communicate to residents and visitors that filtered cigarettes are now banned in all our beaches and parks.
- Adopted the Resiliency Code and LDR updates, the City's first major update of land development rules in more than 30 years. The revised regulations provide much-needed clarifications to zoning requirements and for the first time incorporate a new resiliency code aimed at better positioning our coastal community to overcome the challenges of rising sea levels. The effective date, including the conversion to the Gridics platform, is June 1, 2023.
- Obtained City Commission endorsement of The Buoyant City Guidelines, which provides a road map for retaining and preserving historic resources in the face of sea level rise and climate change guidelines are currently in use.

OTHER ACTIONS UNDERWAY AND ONGOING

Safety/Crime Improvements

- Fire Station 1 award of construction contract by winter 2023.
- North Beach Ocean Rescue Facility selection of architect/engineer anticipated by 2024.
- Enhanced community policing in North Beach through Community Redevelopment Agency.
- Implementing the Real Time Crime Center in 2023 to merge all surveillance cameras Citywide in a centralized location as part of a crime reduction strategy. The department added 1,385 surveillance cameras Citywide with 1,425 views as well as 25 License Plate Readers at entry/exit points and key roadways within the City limits.
- A security camera project has been initiated to install cameras in all public parking garages. The contract is fully executed and the work is expected to commence soon.
- The Police Department created the Community Affairs Unit in 2022 tasked with outreach and building partnership throughout each area of the City. The CAU conducted 47 community outreach and crime prevention programs in 2022 and organized the department's annual block party.
- The Police Training Unit conducted 41 community training events including active shooter and Citizen Police Academy trainings. The Police Athletic League served over 4,000 youths as part of its programming and outreach.
- The Police Department continues working on expanding the CCTV network throughout the City and in City facilities. We currently have over 1,300 camera views in our system with many additional projects coming online.

Clean and Beautify

- Implemented enhanced sanitation staffing for North Beach and a Community Redevelopment Agency allocation to assist with illegal dumping and enhanced code enforcement.
- Maurice Gibb Memorial Park construction began April 2023.
- Bayshore Park construction is set to start in September 2023.
- North Beach Oceanside Park completion is expected 2023.
- The next planned reforestation project will be a three-phase Beachwalk reforestation to ensure our assets can be enjoyed by residents and tourists alike during all times of the day and every season. We anticipate planting 600 additional trees through this effort.

Create a Strong Local Community

- The Parks and Recreation Department immediately addresses ponding water as part of daily routine service. The department also has eliminated plant material that retains ponding water from landscaped areas and future designs.
- Building inspectors continue to monitor ponding water on construction sites and cite those projects when needed.



ENVIRONMENT & INFRASTRUCTURE ACCOMPLISHMENTS

ENVIRONMENT & INFRASTRUCTURE

Vision: A resilient coastal City with a thriving environment and modern infrastructure.

Objectives: Protect and enhance our environment and invest in infrastructure projects and assets that build resilience benefits like reducing flood risk and increasing sustainability.

ACTIONS COMPLETED

- Launched the We Heart Biscayne Bay Water Quality campaign at a community Yappy Hour event for water quality protection specifically focusing on Don't Fertilize the Bay, Don't Be Ruff on the Bay and Don't Be Trashy. As of mid-June, the campaign had garnered a combined 28,242,149 impressions and 225,551 visits to the MB Rising Above website.
- Secured a State appropriation of \$500,000 to fund the construction of resilient seawalls along Collins Avenue and received a favorable recommendation through the Federal Community Project process for approximately \$10 million for the North Beach Living Shoreline Neighborhood Resilience Project.
- Held the first Turtle Fest, welcoming hundreds of residents to a family friendly event in North Beach to highlight these magnificent creatures and reinforce the importance of community action and fun as well as educational activities for environmental protection.
- Achieved a favorable Class 5 flood insurance rating from the Federal Emergency Management Agency; one of three municipalities in Miami-Dade County to achieve a Class 5 rating collectively saving City policyholders 25% in flood insurance premiums amounting to \$8.6 million a year in combined savings from insuring both City assets and private properties through the National Flood Insurance Program.
- Launched the Fight the Flood Private Property Adaptation program to incentivize resilience action with 42 properties awarded the Phase 1 Assessment.
- The City has implemented ambitious environmental protection and climate adaptation ordinances, including seawall elevation and overtopping, dune protection and water quality protection through erosion control and one of the strongest ordinances in the state to reduce fertilizer use and preserve the health of Biscayne Bay. Through the proactive construction site inspection program, compliance with the Water Quality ordinance has increased from 12% to about 50% since 2022.
- Negotiated and executed a 10-year pouring rights agreement with PepsiCo and a five-year pouring rights agreement with Red Bull North America; both agreements are completely plastic free for the water, soda and energy drink categories and were the first of their kind.
- Supported Aspen Ideas: Climate Miami Beach event, hosting a dynamic and multisector event to focus on solutions for climate change. The event highlighted Miami Beach as a living laboratory for climate change and brought the City positive national and international press coverage.

CONTINUED....

- Completed construction of the pilot bioswale project on North Bay Road and 59 Street.
- Rehabilitated and raised 1.2 miles of seawall over the past year as part of our Seawall Prioritization Plan.
- Completed five water and sewer construction projects, including the replacement of the Dade Boulevard sewer force main from Belle Isle to Michigan Avenue, the replacement of the water main under Collins Canal at Jefferson Avenue, odor control improvements at various pump stations, pump station 18 rehabilitation, and valve replacement at pump station 28.
- Installed 14 new electric vehicle charging stations for City vehicles, in accordance with our City's Green Fleet Initiative.

OTHER ACTIONS UNDERWAY AND ONGOING

Water, Sewer and Stormwater

- The 2023 Citywide Stormwater Master Plan and Capital Improvement Plan is underway, with the goal of updating the prior outdated master plan and guiding the stormwater program for the next 10 years and beyond.
- The First Street and South Pointe Stormwater Improvements Project design is well underway, progressing to 60% design completion.
- Launched the 2023 Vulnerability Assessment and Adaptation Plan to identify the impact of sea level rise on the City of Miami Beach considering 2040 and 2070 to guide adaptation strategies for critical assets.
- Locally supporting the Army Corps of Engineers \$40 million beach renourishment project through multiagency and multidepartment coordination and communications to protect properties from storm surge and sea level rise.
- Supported the ULink Coastal Resilience Team to launch hybrid offshore reef structures to test green and grey infrastructure through reef designs and corals to reduce wave action and support diverse marine habitat.
- Staff is managing the progress of 32 design and 12 construction water and wastewater critical needs projects totaling \$168 million, including the following construction projects near completion: rehabilitation of pump station 31, replacement of water main and sewer force main between Belle Isle and Rivo Alto as well as the trenchless rehabilitation of gravity mains and manholes for I&I reduction at Park View, Star, Palm and Hibiscus Islands.
- Eighteen additional segments of seawall rehabilitation and raising are currently in progress and three living shoreline seawall projects are currently in design.
- Drainage water quality improvement projects: pump station 10 (middle North Bay Road) is in permitting, pump station 24 (lower North Bay Road) is in design, and pump station 32 (West Avenue and 6 Street) is in construction procurement.

Infrastructure

• Citywide assessment of vehicular and pedestrian bridges and prioritization of rehabilitation needs was completed in 2022, as well as the design and permitting for the structural rehabilitation of three vehicular bridges: 77 Street over Tatum Waterway, Henedon Avenue over Biscayne Point Canal and 73 Street over Tatum Waterway. These are currently in construction procurement. The design and permitting for the rehabilitation of the Liberty Avenue Pedestrian Bridge was completed in March 2023. Construction is underway with completion expected in August 2023.

Fleet

• Fleet Division is working towards increasing the electric/hybrid fleet. This includes 78 hybrid Police Interceptors and 13 Toyota Rav4 hybrids ordered this year. Currently procuring two fully electric cargo vans and two Toyota Highlander hybrids.





MOBILITY <u>ACCOMPLISHMENTS</u>

Vision: A people-first City where the pedestrian is prioritized in mobility options and community services are pathways to prosperity.

Objectives: Increase mobility and housing options for current and future residents and visitors.

ACTIONS COMPLETED

Various Key Transportation Master Plan Projects:

- Completed Meridian Avenue from Dade Boulevard to 16 Street protected bike lanes.
- Completed Meridian Avenue from 41 Street to 47 Street bike lanes.
- Completed 72 Street and 73 Street bike lanes.
- Completed Euclid Avenue buffered bike lanes.
- Completed Ocean Drive protected bike lanes.
- Completed last segment of the Atlantic Greenway Beachwalk in summer 2022.

Housing & Homelessness Initiatives:

- Extended City homeless outreach on weekends.
- Adopted ordinance to waive fees for affordable and workforce housing.
- Adopted a number of code changes for housing.
- Negotiated and broke ground on a public private partnership to develop 80 units of workforce housing.
- Created a comprehensive approach to outreach utilizing on-duty patrol officers to supplement the Police Department Homeless Resource Unit, Homeless Outreach Division, Code Compliance, Park Rangers and Sanitation personnel.

Additional Actions Include:

- Implemented drone technology to identify homeless encampments.
- Focused resources on area-specific homeless hot spots.
- Implemented high visibility details (performed by patrol personnel) in the morning to focus on homeless sleepers in doorways of local businesses.

OTHER ACTIONS UNDERWAY AND ONGOING

Transportation Master Plan/Less Car-Centric

Other Transportation Master Plan key projects are underway in various phases of development:

- West Avenue protected bike lanes (construction).
- 23 Street Complete Streets (design completed in procurement)
- Alton Road shared-use path (design).
- Chase Avenue/34 Street shared-use path (design).
- Dade Boulevard shared-use path (design)
- Collins Avenue Bike Lanes from 41 Street to 63 Street (Florida Department of Transportation (FDOT) planning).
- Pine Tree Drive bike lanes (planning).
- Collins Avenue bike lanes from 26 Street to 44 Street (FDOT design).
- Enhanced the Mid Beach On-Demand Transit (Freebee) service with the introduction of two Tesla Model X vehicles replacing the golf-type vehicles.

Regional Connectivity

- Miami-Dade County implemented a limited pilot (interim) project consisting of express bus service operating along the outside shoulders of the Julia Tuttle Causeway while FDOT reconstructs the inside shoulders for permanent bus on inside shoulder operation.
- Once the work on the inside shoulders is complete, Miami-Dade County plans on implementing permanent express bus service connecting Golden Glades Multimodal Center, MIC/Earlington Heights Metrorail Station, Mount Sinai Medical Center, Fontainebleau Hotel and Miami Beach Convention Center.

Traffic Congestion

- Funded 10 public safety specialists to assist with traffic mitigation management.
- Commenced build-out of a real-time Transportation Management Center (TMC) (co-located at the FDOT District Six SunGuide TMC) as part of the Intelligent Transportation System project construction
- Phases one and two of the Intelligent Transportation Systems/Smart Parking Systems project are in construction phase with operations commencing in late 2023. All phases are budgeted in current capital project but final cost of Phases three to six is pending negotiations.

Baywalk

- Pedestrian Bridge start of construction fall 2023
- South Bay Club Link basis of design report starts fall 2023.
- Bayview Terrace Link basis of design report starts fall 2023.
- Bay Garden Manor Link basis of design report starts fall 2023.

Housing/Homelessness

- Executed agreement with New Hope for specialized outreach.
- Exploration of a Transfer of Development Rights program for workforce and affordable housing is underway.
- Negotiating agreement with Homeless Trust for placements (beds/units) at off-site locations.



ORGANIZATIONAL INNOVATION ACCOMPLISHMENTS

Vision: A smart City of high quality and efficient services and employees.

Objectives: Improve strategic decision-making and financial stewardship, making the City more business friendly and user-friendly with an employee culture of problem solving and engagement.

ACTIONS COMPLETED

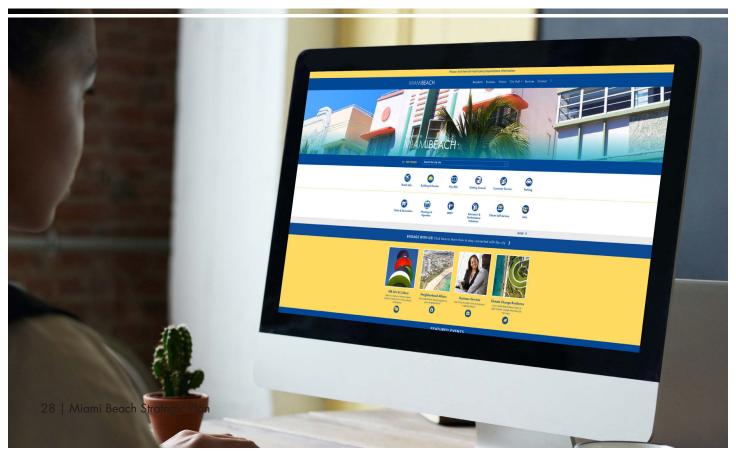
- Implemented program budgeting commencing with the FY 2018 Program Budget. This was prepared annually until FY 2022. We have now pivoted from an annual to a three-year update.
- Created the Neighborhood Affairs Division (NAD) in 2020, which has been instrumental in fostering a more open dialogue and partnership between the community and the City's administrative and operational departments to improve quality of life. The NAD team actively engages with residents and stakeholders to address specific requests along with providing timely updates on City projects and initiatives. The NAD team continuously aims to facilitate communication, promote civic engagement and build a sense of pride and ownership within neighborhoods to create a stronger, more connected and thriving City.
- Conducted a zero-based budgeting review of the Sanitation Fund during the FY 2020 budget process resulting in implementation of some recommendations.
- Completed all 2018 voter-approved G.O. Bond "quick-wins" Projects. Additionally, to date, 11 of 57 Tranche 1 G.O. Bond projects are completed and 32 others are in some form of "Active" status.
- Created a webpage to share all of the ways stakeholders can use to stay connected with the City. Promoting this webpage is part of our evergreen marketing. www.miamibeachlfl.gov/engagementtoolbox.
- Bifurcated the Certificate Of Use and Business Tax Receipt process to facilitate ease of use.
- Implemented rating of interactions at Customer Service Center as "Excellent, Good, Acceptable, Poor and Unacceptable," Track the number of visits rated as "Excellent" at the Customer Service Center.
- Actively tracking average wait and transaction times at the Customer Service Center.
- Developed a new Resort Tax application that modernized the City's revenue system, providing a significantly better resident experience.
- Developed an additional 115 dashboards to enhance City departments' operational needs, as well as open data initiatives. An analytics program was created for the Fire Department, which led to an additional 34 dashboards for operations and accreditation. These critical additions have increased the City's analytics capacities and total library of dashboards to 166.
- Updated the City's financial, human resource, timekeeping, licensing, and permitting systems to provide internal efficiencies as well as improve the resident experience.
- Bargained with all five unions and successfully reached an agreement with each collective bargaining unit.

Customer Service and Community Engagement

- Senior staff regularly attend Home Owner Association/neighborhood association meetings to continue an open dialogue with the community. Forty-one residential committees are supported through considerable staff efforts to increase community engagement and feedback. In addition, staff is requested to attend the meetings of approximately thirty-five existing homeowner and neighborhood associations to provide updates and gather additional input from residents.
- A working group of departments involved in the Development Review Process has engaged in focus groups and technology review to improve the permitting system and streamline the process. A Development Process Study by an independent consultant is underway (April 2023 Sept. 2023) to provide process improvement recommendations related to development regulations and review processes of the City.
- Expedited plan review and permitting for technology and financial services to help spur economic growth is ongoing.

Technology

•The City website has been undergoing a major overhaul, including layout, design, content and imagery updates to improve Search Engine Optimization rankings, align to accessibility/ADA regulations and enhance the overall web experience. Additionally, new features include a Neighborhood Affairs Division portal that clearly outlines updated project information as well as an all-inclusive City Events Calendar that lists all upcoming meetings and events, and can be easily narrowed down based on preference category. The Miami Beach eGov app is also being updated to include additional features with a refreshed look.



CONTINUED....

- The City's cybersecurity team continued to develop our robust security and compliance program, allowing IT to defend against evolving and increasing threats to the City's assets and data. Enhanced staff training, phishing exercises, and proactive penetration testing complement our existing cyber systems and staff development.
- Replaced approximately 14,000 water meters citywide with advanced technology that is more efficient, provides for a more accurate billing of consumption and allows customers to track their consumption in real-time. This project began in spring 2022 and is now over 90% completed.
- Successfully introduced hybrid City Commission and public meetings using the Zoom platform as a result of the pandemic. We continue to broadcast meetings in a hybrid format to increase resident and business involvement in our meetings as the public can still easily participate in all of our City Commission, Committee and Land Use meetings from any location convenient to them.

Employees

- Advertise positions on professional websites and social media platforms; attend job fairs and trade shows, including local colleges and universities; develop ads to attract top talent; and conduct job analyses to update descriptions and salary grades to remain competitive.
- Foster careers through a series of programs, including the Employee Academy Program, Leadership Culture Program with a mentorship component, Toastmasters, Supervisor Workshops, Diversity & Inclusion Training and an Awards & Recognition Program.
- Improve safety and wellness through New Hire Orientation, Wellness Program, Health & Ancillary Benefits, Employee Assistance Program, Financial Planning Tools & Seminars, and Flexible Work Schedules.



2023 UPDATED STRATEGIC PLAN

Featured Actions that have been completed are removed and additional actions to achieve updated strategic objectives have been added. It is the Administration's goal to work together with the City Commission in preparation for a complete update to the City's Strategic Plan in early 2024. A new resident survey will also be conducted in early 2024.







PROSPERITY

Vision: A prosperous City with a special flavor of arts, culture, education and business.

Objectives: Build on our arts and culture strengths, balance tourism with quality of life, revitalize areas and support excellence in our schools.

- 41 Street (2020)
- Arts And Culture (2050)
- Attract Local Residents (2050)
- Change Nature of Tourism (2050)
- North Beach Town Center (2020)
- Tourism Balance Improvements (2020)
- True City Center (2050) with MBCC Hotel (2020) and 17 Street Garage

* City of Miami Beach's Strategic Plan adopted July 17, 2019

MANAGEMENT OBJECTIVES

- **Market, promote and strengthen** Miami Beach as a world class arts, culture, and quality entertainment destination.
- 2 **Develop the Convention Center campus** including the hotel, parks, The Fillmore, and working with partners to program conventions and shows.
- 3 Revitalize targeted areas and increase investment through master plans and business vibrancy efforts as well as core services like safety and code enforcement. Better leverage our assets and parking lots. Areas include North Beach, Ocean Drive, 41 Street, Lincoln Road and Washington Avenue.
- 4 Balance residents' quality of life with tourism and special events through careful planning and exploring strategies from other global destinations.
- Be known for (K-12) educational excellence including expansion of enrichment programs into the Miami Beach school feeder pattern; including arts, culture, technology, college and vocational school, climate literacy, and counseling.

OALS

COMPLETE the Miami Beach Convention Center Hotel.

OVERSEE sales activities/marketing for the Convention Center for optimal use.

PROVIDE a balanced approach for use of Convention Center Campus: Pride Park/Collins Canal Park.

MANAGE the communications and marketing component of the GMCVB contract.

IMPLEMENT robust marketing campaigns to promote City programs and cultural assets.

IMPLEMENT the 2022 voter-approved Arts and Culture G.O. Bond through grants and completion of projects at City facilities.

DEVELOP a renovation and finance plan for The Fillmore theater.

ELEVATE the Collins Park Cultural District.

- Renovation of Collins Park Rotunda by 2024.
- Renovation and Expansion of Bass Museum of Art by 2027.
 Miami New Drama Collins Park Cultural Center by 2025.

IMPLEMENT robust marketing campaigns to foster business attraction.

COORDINATE event partnerships/sponsorship, trade shows/conferences and marketing/ promotional campaigns to attract and retain businesses and new residents to Miami Beach.

COMPLETE the job creation incentive program for technical and financial services.

MAKE substantial progress on North Beach Town Center/Byron Carlyle/Ocean Terrace.

ASSIST applicants and property owners in the continued development and revitalization of North Beach Town and Ocean Terrace.

INCREASE proactive patrol and community outreach initiatives to ensure vibrancy efforts.

COMPLETE 41 Street Corridor improvements.

IMPLEMENT 41 Street Business Improvement District.

COMPLETE Ocean Drive renovation, activation and programming.

IMPLEMENT Ocean Drive Pedestrian Promenade 13 to 14 Place.

COMPLETE Lincoln Road renovation within three to 3.5 years.

COMPLETE revisions to special event and film guidelines and special event sponsorship process.

INCREASE communication with residents and business owners for special event notification.

ATTRACT signature world-renowned events that provide public and resident benefits.

SUSTAIN all educational initiatives currently underway and provide information to private and charter K-12 schools per expansion of Committee for Quality Education per amended ordinance.





NEIGHBORHOODS

Vision: A safe City with a mosaic of residents enjoying life in iconic and historic neighborhoods.

Objectives: Build resident satisfaction through safety, cleanliness, parks and modern codes.

SOALS

- Crime Improvements (2020)
- Clean/Beautify (2020)
- Create a Strong Local Community (2050)

* City of Miami Beach's Strategic Plan adopted July 17, 2019

MANAGEMENT OBJECTIVES

- Provide quick and exceptional fire and emergency response. Continuously improve emergency preparedness to better respond to shocks like hurricanes to bounce back as quickly as possible.
- Prevent and solve crime for residents and visitors through the use of (but not limited to) communications, community policing, technology, cameras, park rangers, professional and ethical policing and code enforcement.
- Work with partners to address regional safety issues such as juvenile crime, identity theft, trafficking and terrorism.
- Enhance the beautification, physical appearance and cleanliness of neighborhoods especially North Beach, City rights-of-way, town center areas, parks and beaches.
- Increase compliance with City code by creating more incentives for compliance vs. penalties, especially North Beach. Implement controls to prevent issues of unpermitted work or work exceeding permits on City projects.
- Evolve parks and green spaces to meet the changing needs of the community through creating a Parks Master Plan to improve programming, facilities, cycling, and water management. The plan should include iconic art, cultural opportunities and appropriate lighting.
- Modernize and streamline our old and complex land development regulations and City codes through routine and comprehensive reviews to be more user-friendly and to reduce conflicts.

- Prioritize historic gems and create opportunities to build resilience into historic properties to protect our unique Miami Beach identity.
- Work cooperatively with Miami-Dade County to reduce the possibility of disease outbreaks.

COMPLETE Fire Station 1.

COMPLETE North Beach Ocean Rescue Facility.

COMPLETE Marine Patrol Facility.

CONTINUE to improve the enhanced use of technology and crime data by the Police Department.

INCREASE community outreach by the Police Department, including collaboration with neighborhood watch programs, private security and community groups.

COMPLETE construction of the Real Time Crime Center as soon as feasible.

COMPLETE installation of surveillance cameras on remaining portion of Beachwalk.

COMPLETE analysis by Computer-aided dispatch (CAD)/Records Management system (RMS) consultant with a final recommendation of an upgrade or new system. This will improve crime data for analysis.

COMPLETE security camera project with the installation of cameras in all public parking garages.

EVALUATE the Community Affairs Unit budget for community programs hosted throughout the City.

IMPLEMENT the Urban Forestry Master Plan and G.O. Bond Tree Planting.

IMPLEMENT responsive enforcement efforts to target areas identified through the Citywide Cleanliness Index.

MONITOR and increase community outreach efforts to yield compliance, proactively.

INCREASE compliance with the Building Code by streamlining the process and providing continued training to the public and applicants on the process.

RECERTIFY City-owned buildings, through cooperative efforts of Building and Facilities and Fleet Management Departments.

CONTINUE to streamline the permitting process and help applicants understand the process to prevent issues of unpermitted work citywide.

COMPLETE Maurice Gibb Park.

COMPLETE the Par 3 Park (Bayshore Park).

COMPLETE North Beach Oceanside Park.

PROACTIVELY monitor the City for mosquito breeding grounds and work cooperatively with Miami-Dade County to reduce the possibility of mosquito-transmitted disease.

CONTINUED...

COORDINATE implementation of public art in G.O. Bond-funded Parks projects.

COMPLETE 72 Street Community Center.

EVALUATE how best to address the increasing demand of pickleball courts.







ENVIRONMENT & INFRASTRUCTURE

Vision: A resilient coastal City with a thriving environment and modern infrastructure.

Objectives: Protect and enhance our environment and invest in infrastructure projects and assets that build resilience benefits like reducing flood risk and increasing sustainability.

GOALS

- Clean Water Strategy (2020)
- Improved Infrastructure (2050)
- Stormwater, Water, and Sewer Planning (2020)

* City of Miami Beach's Strategic Plan adopted July 17, 2019

MANAGEMENT OBJECTIVES

- Work regionally and nationally to protect Biscayne Bay water quality and to maintain a healthy dune and beach system that provides storm protection, recreation and vital habitat for the public good.
- Reduce greenhouse gas emissions and heat by strategically increasing energy efficiency, green space, tree canopy and pedestrian greenways, encouraging walkability and increasing storm water retention.
- 3 Improve our aging drinking water and sewer infrastructure to protect drinking water quality, public health and fire protection.
- Reduce risk from storms, high tides, groundwater, and sea level rise by continuously improving our sea level rise adaptation and integrated stormwater program through the best science and technology, including green and blue infrastructure and mobility priorities while minimizing construction disruption, optimizing design aesthetics, and community engagement. Keep the entire program on-time, on-budget, and moving forward with adequate financing.
- 5 Make existing and new government buildings, assets and fleet efficient, sustainable and resilient.
- / Improve condition of streets in Miami Beach.

CONTINUE implementing the water and sewer critical needs projects recommended by the Master Plan to address aging (drinking) water and sanitary sewer infrastructure.

UPDATE the Stormwater Master Plan, considering water quality treatment and Biscayne Bay protection and net improvement.

IMPLEMENT blue-green infrastructure strategy as part of ongoing neighborhood improvement projects.

CONTINUE to implement the 2020 Neighborhood Project Prioritization and Road Elevation Strategy.

COMPLETE street improvements associated with larger infrastructure projects such as West Avenue and First Street.

CONTINUE to develop and implement the streets and sidewalk assessment throughout the City.

CONTINUE implementing the SmartCity Street Lighting improvement project.

CONTINUE to enhance and manage the dune system.

CONTINUE implementing the water quality educational campaign.

CONTINUE implementing the Park View Action Plan.

REDUCE environmental impacts by working with DERM — fats, oils and grease program and Class 1 and 2 permitting.

OVERSEE Waterway Cleaning Contractor.

ADVANCE the Miami Beach Mooring Field.

CONTINUE implementing the Fight the Flood Private Property Adaptation Program.

COMPLETE G.O. Bond Waterway Restoration and Management Project.

CONTINUE implementing the Vulnerability Assessment of City assets.

CONTINUE to address the contamination remediation in projects and parks.

PROVIDE clear and engaging messaging related to natural disasters and environmental emergencies to protect residents and visitors as well as help lower citywide flood insurance rates.

TRANSITION fleet to 50% hybrid, plug-in hybrid, and electric vehicles by 2025.

COMPLETE the energy assessment of municipal buildings to identify energy efficiency projects.

RESTORE Monument Island.





MOBILITY

Vision: A people-first City where the pedestrian is prioritized in mobility options and community services are pathways to prosperity.

Objectives: Increase mobility and housing options for current and future residents and visitors.

GOALS

- Attract and Keep Young Families (2050)
- Become Less Car-centric (2050)
- Create a More Local Full-time Community (2050)

* City of Miami Beach's Strategic Plan adopted July 17, 2019

MANAGEMENT OBJECTIVES

- **Increase multi-modal mobility citywide and connectivity** regionally improving transportation equity by implementing the Transportation Master Plan and leveraging state and federal plans and funds. Support access to a quality, regional workforce through improved transportation options to the mainland.
- Address traffic congestion through solutions such as Intelligent Transportation System (ITS); targeting loading, ride share, and any other mobility disruption.
- 3 Improve the walking and biking experience by providing safe, properly lit, shaded and well-maintained bike lanes, sidewalks, Beachwalk and Baywalk.
- Increase housing options for current and future residents and enable growth in housing that protects seniors and encourages first-time home-buyers.
- 5 **Support affordable, compatible workforce housing** through public and private partners for key industries, including the use of development incentives.
- Address homelessness by continuously evolving and innovating services to help those wishing to end their personal homelessness.

CONTINUE to provide community service programming and expand resources to address resident needs.

CONTINUE implementing the Transportation Master Plan.

IMPLEMENT bus rapid transit on the Julia Tuttle Causeway.

FACILITATE bus rapid transit on the MacArthur Causeway.

MAKE substantial progress on the Baywalk.

USE federal allocation to promote homeownership and augment affordable housing opportunities.

PURCHASE multi-family units to build on the City's affordable housing portfolio.

PROMOTE the City's First-time Homebuyer Program and Rehabilitation Program.

EXPLORE Transfer Development Rights Program for workforce and affordable housing.

PILOT test a subsidized Water Taxi Program.







ORGANIZATIONAL INNOVATION

Vision: A smart City of high quality and efficient services and employees.

Objectives: Improve strategic decision making and financial stewardship, making the City more business friendly and user-friendly with an employee culture of problem solving and engagement.

SOALS

- G.O. Bond (2020)
- Technology and Innovation (2020)

* City of Miami Beach's Strategic Plan adopted July 17, 2019

MANAGEMENT OBJECTIVES

- 1 Implement City Commission goals and policies through the Strategic Plan and budget with routine reporting through quarterly Commission goals conferences. Enhance decision making information through fact-based analyses, data, dashboards, and surveys. Streamline the delivery of services using best practice research, outsourcing, and benchmarking.
- 2 **Ensure strong fiscal stewardship** by making sure expenditure trends are sustainable over the near and long-term, using pay-as-you-go, innovative funding (such as grants and financing), integrating resilience and sustainability (into the capital budget process), and innovative risk management. Focus on long-term viability of parking, sanitation, pensions and health plans.
- 3 Implement the General Obligation (G.O. Bond) as promised to residents, through responsible oversight and coordinated project phasing.
- Improve two-way communications and engagement for construction projects and emergencies within neighborhoods, using creative tools such as an engagement toolbox.
- 5 Empower employees to provide excellent customer service, be problem solvers and solution finders through building culture of process improvement. Use the Office of Inspector General as a resource to improve performance and identify inefficiencies.
- 6 Make Miami Beach more business and user-friendly through streamlining the development, permitting, procurement, and Business Tax Receipts processes.
- Maximize the use of innovative technology to help us be a Smart City, including open data, online transactions for customers, and threats like cybersecurity.

- Attract and retain top talent by building a strong, professional public administration and succession planning.
- **Foster rewarding careers** through training and assignments, and align the management team decision-making, evaluations, and system of rewards.
- Improve employee safety and wellness by offering an excellent wellness program, and explore policies to better align City functions for the modern workforce, including work hours (flex hours and days), travel, and cell phones.
- Increase intergovernmental cooperation through Commission and administration relationship building with local, regional and national connections and strengthen the Miami Beach lobbying effort.
- Create an environment for interdepartmental collaboration.

IMPLEMENT biannual citywide resident and business survey in FY 2024 to gain an understanding of concerns, attitudes, opinions, experiences and needs.

COLLABORATE with the City Commission in 2024 to prepare a more thorough update of the City's Strategic Plan.

LINK proposed budget enhancements to specific Featured Actions of the City's Strategic Plan during the annual budget process.

IMPLEMENT a more robust five-year Capital Improvement Plan.

MOVE toward compliance with the City's internal fiscal policies to improve the City's overall fiscal health, including the funding of capital up to 5% of the annual General Fund operating budget; prioritizing full funding of the City's reserves during the budget process instead of at year-end; and increasing funding for General Fund Other Post-Employment Benefits annual liability.

CONTINUE to report and monitor project progress and completion within Tranche 1 of 2018 voter-approved G.O. Bonds in order to advance the issuance of Tranche 2 funding in all bond categories: Parks, Infrastructure and Public Safety.

CONTINUE to promote all the various ways to stay connected with the City.

INCREASE community outreach and engagement through multiple channels of communication, including MB magazine, social media, e-newsletters, MBTV and the website.

PARTICIPATE in meetings with homeowner association representatives and senior staff.

CONDUCT an independent consultant process improvement study for development processes.

CONTINUED...

CONTINUE the expedited plan review permitting program for technology and financial services.

CONTINUE business concierge services.

MAKE 50% of all customer (and financial) transactions with the City available online within two years.

CONTINUE the implementation of an open data program.

EXPAND digitization and access to government services by utilizing innovative technology and modernized applications to increase customer service.

EXPAND analytics and automation services for transparency and operational decision-making.

PROTECT City digital assets and systems and ensure business continuity through IT security programs.

DEVELOP creative ideas to attract and retain top talent.

DEVELOP/IMPLEMENT programs that build employee engagement.

MAINTAIN a safe working environment for all employees.

PROVIDE robust benefits that assist employees with work/personal life issues.





Citywide Budget Overview

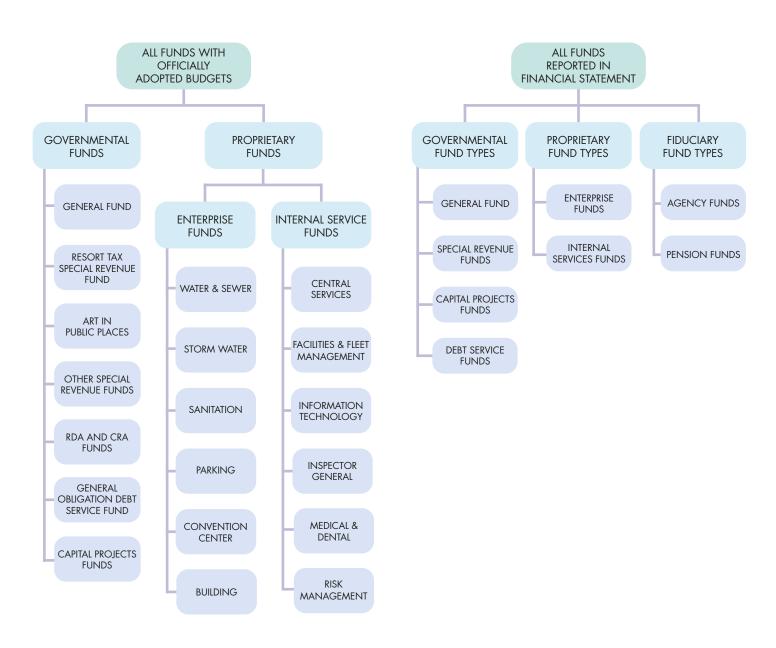
General Obligation Debt Service Fund

OPERATING BUDGET

The City of Miami Beach provides a wide range of municipal services including Police, Fire-Rescue, Parks and Recreation, Water, Sewer, Storm Water, Sanitation, etc. Our annual operating budget allows us to address the needs of the community. The total operating budget for FY 2024, net of transfers, is \$828,620,000 and is comprised of the following:

General Fund

- Enterprise Funds
- Internal Service Funds (netted out)
- Special Revenue Funds
- Transfers to the Redevelopment Agencies





Operating and Other Budgets

GENERAL FUND

The General Fund is the primary operating fund for the City and includes much of the usual activities of any municipality including Police, Fire, Parks and Recreation, and Public Works Streets and Engineering, as well as general administrative functions and the Office of the Mayor and City Commission. Within the General Fund, Citywide Accounts reflect expenditures that do not fall under the purview of a specific department such as grants to social service agencies and non-profits, special studies, etc. They are monitored by the Office of Management and Budget and specific departments. The FY 2024 General Fund budget is \$426,973,000.

GENERAL OBLIGATION DEBT SERVICE FUND

General Obligation (G.O.) debt is the debt service funding required for voter-approved bonds issued with the belief that a municipality will be able to repay its debt obligation through taxation or revenue from projects. No assets are used as collateral. The FY 2024 G.O. Debt budget totals \$16,295,000 and includes the required debt service for the first tranche (Series 2019) of the G.O. Bond Program approved by the voters on November 6, 2018, as well as the first tranche (Series 2023A&B) of the Arts and Culture G.O. Bond Program approved by the voters on November 8, 2022.

ENTERPRISE FUNDS

The Enterprise Fund budgets are comprised of departments that use revenues received for services provided to the general public on a continuing basis and are primarily financed through user charges. The criteria used to determine if an operation should be an Enterprise Fund includes: 1) that it generates revenues; 2) that it provides services to the community; and 3) that it operates as a stand-alone entity, without subsides from taxes, etc. The City's Enterprise Fund Departments are Convention Center, Sanitation, Storm Water, Water, Sewer, Parking, and Building. The FY 2024 Enterprise Fund budgets total \$289,117,000.

INTERNAL SERVICE FUNDS

An additional \$132,102,000 is budgeted for the Internal Service Fund budgets. Internal Service Funds are used to account for the financing of goods and services provided by one department to other departments on a cost-reimbursement basis. Internal Service Fund rates are set to recover the full cost of providing a particular service. Budgeted expenditures are mostly offset by revenues received from the General Fund, Enterprise Fund, and Special Revenue Fund Departments. The City's Internal Service Fund Departments are Information Technology, Central Services, Risk Management, Facilities and Fleet Management, Office of the Inspector General, and Medical and Dental.

SPECIAL REVENUE FUNDS

Special Revenue Funds are used to account for revenues and expenditures that are legally restricted or committed for specific purposes other than debt or capital projects. Special Revenue Funds, excluding the Resort Tax Fund, total \$30,846,000 and include the following funds: 7th Street Garage Operations; 5th & Alton Garage Operations; Tourism and Hospitality Scholarship Program; Sustainability, Resiliency, Sustainability and Resiliency, and Biscayne Bay Protection Trust Funds; Waste Hauler Additional Services and Public Benefit Contribution Fund; Education Compact Fund; Red Light Camera Fund; Emergency 911 Fund; Information and Communications Technology Fund; Transportation and People's Transportation Plan Funds; Miami Beach Cultural Arts Council; Residential Housing Fund; Normandy Shores Dependent Taxing District Fund; Biscayne Point, Allison Island, Biscayne Beach Special Taxing District Funds; Police Unclaimed Property; Police Confiscation Trust Funds (Federal and State); Police Crash Reports; Police Training and School Resources Fund; Adopt-A-Bench and Brick Paver Programs; Tree Preservation; Commemorative Tree Trust; Beachfront Concession Initiatives; and Art in Public Places (AIPP) and Miami City Ballet Funds.

Further, an additional \$117,334,000 is budgeted within the Special Revenue Funds for the Resort Tax Fund, which includes a transfer of \$45,432,000 to the General Fund. This is the City's largest Special Revenue Fund. The Resort Tax Fund is supported primarily by taxes levied on hotel, motel, rooming house, and shorterm apartment room rents as well as on food and beverages sold at retail in any restaurant, as authorized by State Statute, and is used to fund tourism-eligible expenditures. Additional details can be found in the Resort Tax section of this document.

OTHER BUDGETS

Additionally, the Capital Budget totaling \$113,762,202 can be found in the Capital and Debt Section of this document. More detailed, in-depth information, on the Capital Budget can also be found in the companion volume titled Proposed FY 2024 – 2028 Capital Improvement Plan & FY 2024 Capital Budget.

The City of Miami Beach Redevelopment Agency (RDA) and North Beach Community Redevelopment Agency (CRA) are blended major Special Revenue Funds and are separate entities, whose Chairperson and Board of Directors, are also the City's Mayor and Commission. The FY 2024 Operating Budgets for the RDA and CRA are \$61,714,000 and \$1,933,000, respectively. The City of Miami Beach's Operating Budget includes a transfer of \$31,026,000 and \$1,082,000 in tax increment revenues to the RDA and CRA, respectively. Additional details can be found in the RDA and CRA sections of this document.



TOTAL REVENUES BY FUND AND MAJOR CATEGORY Fiscal Year 2024

		C C DERT				CDECIAL		INITERNIAL
FUNCTION/DEPARTMENT	GENERAL	G.O. DEBT SERVICE	RDA	NORTH BEACH CRA	ENTERPRISE	SPECIAL REVENUES	TOTALS	INTERNAL SERVICE
	01111011			227,077,004				J_1111-1-1
GENERAL OPERATING REVENUES Ad Valorem Taxes	\$ 246,283,000							
Ad Valorem-Capital Renewal & Repl.	2,170,000							
Ad Valorem- Pay-As-You-Capital	4,436,000							
Ad Valorem- Normandy Shores	316,000							
Other Taxes	27,405,000							
Licenses and Permits	20,971,000							
Intergovernmental	14,227,000 16,892,000							
Charges for Services Fines & Forfeits	1,511,000							
Interest Earnings	6,222,000							
Rents & Leases	7,596,000							
Miscellaneous	14,780,000							
Resort Tax Contribution	45,432,000							
Other Non-Operating Revenue	14,533,000							
Use of General Fund Reserves/Prior Year Surplus FUND TOTAL	4,199,000 \$ 426,973,000						\$ 426,973,000	
	<u> </u>						+ 120/110/000	
G.O. DEBT SERVICE FUND Ad Valorem Taxes		16,295,000						
FUND TOTAL		\$ 16,295,000					\$ 16,295,000	
RDA FUND-CITY TIF Only								
AD VALOREM TAXES								
Property Taxes- RDA City Center (net)			31,026,000					
FUND TOTAL			\$ 31,026,000				\$ 31,026,000	
NORTH BEACH CRA FUND-CITY TIF Only								
AD VALOREM TAXES				1.000.000				
Property Taxes- North Beach CRA (net) FUND TOTAL				1,082,000 \$ 1,082,000			\$ 1,082,000	
				, .,,,,,,,,,			.,552,555	
ENTERPRISE FUNDS Building					18,909,000			
Convention Center					45,678,000			
Parking					52,993,000			
Sanitation					24,789,000			
Sewer Operations					64,101,000			
Storm Water Operations					38,463,000			
Water Operations FUND TOTAL					\$ 289,117,000		\$ 289,117,000	
INTERNAL SERVICE FUNDS Central Services								1,180,000
Fleet Management								19,952,000
Information Technology								19,895,000
Medical & Dental Insurance								49,842,000
Office of Inspector General								1,724,000
Property Management								12,769,000
Risk Management								26,740,000
Risk Management FUND TOTAL								
Risk Management FUND TOTAL SPECIAL REVENUE FUNDS						143,000		26,740,000
Risk Management FUND TOTAL SPECIAL REVENUE FUNDS Education Compact						143,000 117.334,000		26,740,000
Risk Management FUND TOTAL SPECIAL REVENUE FUNDS						143,000 117,334,000 35,000		26,740,000
Risk Management FUND TOTAL SPECIAL REVENUE FUNDS Education Compact Resort Tax						117,334,000		26,740,000
Risk Management FUND TOTAL SPECIAL REVENUE FUNDS Education Compact Resort Tax Tourism & Hospitality Scholarships Cultural Arts Council Sustainability						117,334,000 35,000 1,950,000 1,029,000		26,740,000
Risk Management FUND TOTAL SPECIAL REVENUE FUNDS Education Compact Resort Tax Tourism & Hospitality Scholarships Cultural Arts Council Sustainability Waste Houlers	_					117,334,000 35,000 1,950,000 1,029,000 110,000		26,740,000
Risk Management FUND TOTAL SPECIAL REVENUE FUNDS Education Compact Resort Tax Tourism & Hospitality Scholarships Cultural Arts Council Sustainability Waste Haulers Normandy Shores						117,334,000 35,000 1,950,000 1,029,000 110,000 316,000		26,740,000
Risk Management FUND TOTAL SPECIAL REVENUE FUNDS Education Compact Resort Tax Tourism & Hospitality Scholarships Cultural Arts Council Sustainability Waste Houlers Normandy Shores Biscayne Point						117,334,000 35,000 1,950,000 1,029,000 110,000 316,000 341,000		26,740,000
Risk Management FUND TOTAL SPECIAL REVENUE FUNDS Education Compact Resort Tax Tourism & Hospitality Scholarships Cultural Arts Council Sustainability Waste Haulers Normandy Shores Biscayne Point Allison Island						117,334,000 35,000 1,950,000 1,029,000 110,000 316,000 341,000 324,000		26,740,000
Risk Management FUND TOTAL SPECIAL REVENUE FUNDS Education Compact Resort Tax Tourism & Hospitality Scholarships Cultural Arts Council Sustainability Waste Houlers Normandy Shores Biscayne Point						117,334,000 35,000 1,950,000 1,029,000 110,000 316,000 341,000		26,740,000
Risk Management FUND TOTAL SPECIAL REVENUE FUNDS Education Compact Resort Tax Tourism & Hospitality Scholarships Cultural Arts Council Sustainability Waste Haulers Normandy Shores Biscayne Point Allison Island Biscayne Beach Miami City Ballet 5th & Allon Garage						117,334,000 35,000 1,950,000 1,029,000 110,000 316,000 341,000 244,000 60,000 926,000		26,740,000
Risk Management FUND TOTAL SPECIAL REVENUE FUNDS Education Compact Resort Tax Tourism & Hospitality Scholarships Cultural Arts Council Sustainability Waste Haulers Normandy Shores Biscayne Point Allison Island Biscayne Beach Miami City Ballet 5th & Alton Garage 7th St. Garage						117,334,000 35,000 1,950,000 1,029,000 110,000 316,000 324,000 244,000 60,000 926,000 2,891,000		26,740,000
Risk Management FUND TOTAL SPECIAL REVENUE FUNDS Education Compact Resort Tax Tourism & Hospitality Scholarships Cultural Arts Council Sustainability Waste Haulers Normandy Shores Biscayne Point Allison Island Biscayne Beach Miami City Ballet 5th & Alton Garage 7th St. Garage Transportation						117,334,000 35,000 1,950,000 1,029,000 110,000 316,000 324,000 244,000 60,000 926,000 12,290,000		26,740,000
Risk Management FUND TOTAL SPECIAL REVENUE FUNDS Education Compact Resort Tax Tourism & Hospitality Scholarships Cultural Arts Council Sustainability Waste Haulers Normandy Shores Biscayne Point Allison Island Biscayne Beach Miami City Ballet 5th & Alton Garage 7th St. Garage Transportation Tree Preservation						117,334,000 35,000 1,950,000 1,029,000 110,000 316,000 324,000 244,000 60,000 926,000 2,891,000 12,290,000 341,000		26,740,000
Risk Management FUND TOTAL SPECIAL REVENUE FUNDS Education Compact Resort Tax Tourism & Hospitality Scholarships Cultural Arts Council Sustainability Waste Haulers Normandy Shores Biscayne Point Allison Island Biscayne Beach Miami City Ballet 5th & Allon Garage 7th St. Garage Transportation Tree Preservation Commemorative Tree Trust Fund						117,334,000 35,000 1,950,000 1,029,000 110,000 311,000 324,000 244,000 60,000 926,000 2,891,000 12,290,000 341,000		26,740,000
Risk Management FUND TOTAL SPECIAL REVENUE FUNDS Education Compact Resort Tax Tourism & Hospitality Scholarships Cultural Arts Council Sustainability Waste Haulers Normandy Shores Biscayne Point Allison Island Biscayne Beach Miami City Ballet 5th & Alton Garage 7th St. Garage Transportation Tree Preservation						117,334,000 35,000 1,950,000 1,029,000 110,000 316,000 324,000 244,000 60,000 926,000 2,891,000 12,290,000 341,000		26,740,000
Risk Management FUND TOTAL SPECIAL REVENUE FUNDS Education Compact Resort Tax Tourism & Hospitality Scholarships Cultural Arts Council Sustainability Waste Haulers Normandy Shores Biscayne Point Allison Island Biscayne Beach Miami City Ballet 5th & Allon Garage 7th St. Garage Transportation Tree Preservation Commemorative Tree Trust Fund People's Transportation Plan Police Confiscations - Federal Police Confiscations - Federal						117,334,000 35,000 1,950,000 1,029,000 110,000 316,000 324,000 244,000 60,000 926,000 2,891,000 12,290,000 341,000 2,000 5,316,000		26,740,000
Risk Management FUND TOTAL SPECIAL REVENUE FUNDS Education Compact Resort Tax Tourism & Hospitality Scholarships Cultural Arts Council Sustainability Waste Houlers Normandy Shores Biscayne Point Allison Island Biscayne Beach Miami City Ballet 5th & Alton Garage 7th St. Garage Transportation Tree Preservation Commemorative Tree Trust Fund People's Transportation Plan Police Confiscations - Federal Police Confiscations - State Police Confiscations - State						117,334,000 35,000 1,950,000 1,029,000 110,000 316,000 324,000 244,000 60,000 926,000 2,891,000 12,290,000 341,000 2,000 5,316,000 82,000 55,000 89,000		26,740,000
Risk Management FUND TOTAL SPECIAL REVENUE FUNDS Education Compact Resort Tax Tourism & Hospitality Scholarships Cultural Arts Council Sustainability Waste Haulers Normandy Shores Biscayne Point Allison Island Biscayne Beach Miami City Ballet 5th & Alton Garage 7th St. Garage Transportation Tree Preservation Commemorative Tree Trust Fund People's Transportation Plan Police Confiscations - Federal Police Confiscations - State Police Crash Report Sales Police Unclaimed Property						117,334,000 35,000 1,950,000 1,029,000 110,000 316,000 324,000 244,000 60,000 926,000 2,891,000 12,290,000 341,000 2,000 5,316,000 82,000 55,000 89,000 18,000		26,740,000
Risk Management FUND TOTAL SPECIAL REVENUE FUNDS Education Compact Resort Tax Tourism & Hospitality Scholarships Cultural Arts Council Sustainability Waste Haulers Normandy Shores Biscayne Point Allison Island Biscayne Beach Miami City Ballet 5th & Allon Garage 7th St. Garage Transportation Tree Preservation Commemorative Tree Trust Fund People's Transportation Plan Police Confiscations - Federal Police Confiscations - State Police Confiscations - State Police Crash Report Sales Police Unclaimed Property Police Irraining						117,334,000 35,000 1,950,000 110,200 110,000 311,000 341,000 244,000 60,000 926,000 2,891,000 12,290,000 3116,000 82,000 55,316,000 89,000 18,000 29,000		26,740,000
Risk Management FUND TOTAL SPECIAL REVENUE FUNDS Education Compact Resort Tax Tourism & Hospitality Scholarships Cultural Arts Council Sustainability Waste Haulers Normandy Shores Biscayne Point Allison Island Biscayne Beach Miami Cirj Ballet 5th & Altan Garage 7th St. Garage Transportation Tree Preservation Commemorative Tree Trust Fund People's Transportation Plan Police Confiscations - Federal Police Confiscations - State Police Crash Report Sales Police Unclaimed Property Police Training Red Light Camera						117,334,000 35,000 1,950,000 1,029,000 110,000 314,000 324,000 244,000 60,000 926,000 12,290,000 341,000 2,891,000 12,290,000 35,316,000 82,000 55,000 89,000 18,000 29,000 18,000 18,000 18,000 18,000 18,000 18,000		26,740,000
Risk Management FUND TOTAL SPECIAL REVENUE FUNDS Education Compact Resort Tax Tourism & Hospitality Scholarships Cultural Arts Council Sustainability Waste Haulers Normandy Shores Biscayne Point Allison Island Biscayne Beach Miami City Ballet 5th & Alton Garage 7th St. Garage Transportation Tree Preservation Commemorative Tree Trust Fund People's Transportation Plan Police Confiscations - Federal Police Confiscations - State Police Crash Report Sales Police Unclaimed Property Police Training Red Light Camera Residential Housing						117,334,000 35,000 1,950,000 1,029,000 110,000 316,000 324,000 244,000 60,000 926,000 12,290,000 341,000 2,000 5,316,000 82,000 55,000 89,000 18,000 299,000 18,000 299,000 18,000 830,000		26,740,000
Risk Management FUND TOTAL SPECIAL REVENUE FUNDS Education Compact Resort Tax Tourism & Hospitality Scholarships Cultural Arts Council Sustainability Waste Houlers Normandy Shores Biscayne Point Allison Island Biscayne Beach Miami City Ballet 5th & Alton Garage 7th St. Garage Transportation Tree Preservation Commemorative Tree Trust Fund People's Transportation Plan Police Confiscations - Federal Police Confiscations - State Police Crash Report Sales Police Unclaimed Property Police Training Red Light Comera						117,334,000 35,000 1,950,000 1,029,000 110,000 314,000 324,000 244,000 60,000 926,000 12,290,000 341,000 2,891,000 12,290,000 35,316,000 82,000 55,000 89,000 18,000 29,000 18,000 18,000 18,000 18,000 18,000 18,000		26,740,000
Risk Management FUND TOTAL SPECIAL REVENUE FUNDS Education Compact Resort Tax Tourism & Hospitality Scholarships Cultural Arts Council Sustainability Waste Houlers Normandy Shores Biscayne Point Allison Island Biscayne Beach Miami City Ballet 5th & Allon Garage 7th St. Garage Transportation Tree Preservation Commemorative Tree Trust Fund People's Transportation Plan Police Confiscations - Federal Police Confiscations - State Police Crash Report Sales Police Unclaimed Property Police Training Red Light Camera Residential Housing E-911						117,334,000 35,000 1,950,000 1,029,000 110,000 311,000 341,000 244,000 60,000 926,000 2,891,000 12,290,000 341,000 82,000 89,000 18,000 18,000 29,000 11,215,000 830,000 923,000		26,740,000
Risk Management FUND TOTAL SPECIAL REVENUE FUNDS Education Compact Resort Tax Tourism & Hospitality Scholarships Cultural Arts Council Sustainability Waste Haulers Normandy Shores Biscayne Point Allison Island Biscayne Beach Miami City Ballet 5th & Alton Garage Trh St. Garage Transportation Tree Preservation Commemorative Tree Trust Fund People's Transportation Plan Police Confiscations - Federal Police Confiscations - Federal Police Crash Report Sales Police Unclaimed Property Police Training Red Light Camera Residential Housing E-911 Information & Technology Tech Art in Publice Places Beachfront Concession Initiatives						117,334,000 35,000 1,950,000 1,029,000 110,000 311,000 341,000 244,000 60,000 926,000 2,891,000 12,290,000 341,000 82,000 55,316,000 89,000 18,000 29,000 11,215,000 830,000 923,000 300,000 44,000		26,740,000
Risk Management FUND TOTAL SPECIAL REVENUE FUNDS Education Compact Resort Tax Tourism & Hospitality Scholarships Cultural Arts Council Sustainability Waste Houlers Normandy Shores Biscayne Point Allison Island Biscayne Beach Miami City Ballet 5th & Altan Garage 7th St. Garage Transportation Tree Preservation Commemorative Tree Trust Fund People's Transportation Plan Police Confiscations - Federal Police Confiscations - State Police Crash Report Sales Police Unclaimed Property Police Training Red Light Camera Residential Housing E-9-11 Information & Technology Tech Art in Public Places Beachfront Concession Initiatives Resiliency Fund						117,334,000 35,000 1,750,000 1,029,000 110,000 3116,000 341,000 324,000 60,000 925,000 12,290,000 341,000 82,000 5,316,000 82,000 55,000 89,000 18,000 12,15,000 830,000 923,000 330,000 121,000 44,000 666,000		26,740,000
Risk Management FUND TOTAL SPECIAL REVENUE FUNDS Education Compact Resort Tax Tourism & Hospitality Scholarships Cultural Arts Council Sustainability Waste Haulers Normandy Shores Biscayne Point Allison Island Biscayne Beach Miami City Ballet 5th & Alton Garage 7th St. Garage Transportation Tree Preservation Commemorative Tree Trust Fund People's Transportation Plan Police Confiscations - Federal Police Confiscations - State Police Crash Report Sales Police Unclaimed Property Police Training Red Light Camera Residential Housing E-911 Information & Technology Tech Art in Public Places Beachfront Concession Initiatives Resiliency Fund Sustainability and Resiliency Fund						117,334,000 35,000 1,7950,000 1,029,000 110,000 316,000 324,000 244,000 60,000 2,891,000 12,290,000 341,000 2,000 5,316,000 82,000 55,000 89,000 12,15,000 89,000 12,215,000 00,000 12,1000 44,000 666,000 88,000		26,740,000
Risk Management FUND TOTAL SPECIAL REVENUE FUNDS Education Compact Resort Tax Tourism & Hospitality Scholarships Cultural Arts Council Sustainability Waste Haulers Normandy Shores Biscayne Point Allison Island Biscayne Beach Miami City Ballet 5th & Alton Garage Thas J. Garage Transportation Tree Preservation Commemorative Tree Trust Fund People's Transportation Plan Police Confiscations - Federal Police Confiscations - Federal Police Crash Report Sales Police Unclaimed Property Police Trusting Red Light Camera Residential Housing E-911 Information & Technology Tech Art in Public Places Beachfront Concession Initiatives Resiliency Fund Biscayne Bay Protection Trust Fund						117,334,000 35,000 1,950,000 1,029,000 110,000 311,000 341,000 244,000 60,000 2,891,000 12,290,000 341,000 82,000 55,316,000 89,000 18,000 29,000 11,215,000 830,000 923,000 121,000 44,000 666,000 88,000 88,000 38,000		26,740,000
Risk Management FUND TOTAL SPECIAL REVENUE FUNDS Education Compact Resort Tax Tourism & Hospitality Scholarships Cultural Arts Council Sustainability Waste Haulers Normandy Shores Biscayne Point Allison Island Biscayne Beach Miami City Ballet 5th & Alton Garage 7th St. Garage Transportation Tree Preservation Commemorative Tree Trust Fund People's Transportation People's Transportation Plan Police Confiscations - Federal Police Confiscations - State Police Crash Report Sales Police Unclaimed Property Police Training Red Light Camera Residential Housing E-911 Information & Technology Tech Art in Public Places Beachfront Concession Initiatives Resiliency Fund Sustainability and Resiliency Fund						117,334,000 35,000 1,7950,000 1,029,000 110,000 316,000 324,000 244,000 60,000 2,891,000 12,290,000 341,000 2,000 5,316,000 82,000 55,000 89,000 12,15,000 89,000 12,215,000 00,000 12,1000 44,000 666,000 88,000		26,740,000
Risk Management FUND TOTAL SPECIAL REVENUE FUNDS Education Compact Resort Tax Tourism & Hospitality Scholarships Cultural Arts Council Sustainability Waste Haulers Normandy Shores Biscayne Point Allison Island Biscayne Beach Miami City Ballet 5th & Altan Garage 7th St. Garage Transportation Tree Preservation Commemorative Tree Trust Fund People's Transportation Plan Police Confiscations - Federal Police Confiscations - State Police Confiscations - State Police Unclaimed Property Police Training Red Light Camera Residential Housing E-911 Information & Technology Tech Art in Public Places Beachfront Concession Initiatives Resiliency Fund Sustainability and Resiliency Fund Biscayne Bay Protection Trust Fund Adopt-A-Bench						117,334,000 35,000 1,750,000 1,029,000 110,000 341,000 341,000 244,000 (2,891,000 12,290,000 341,000 82,000 53,16,000 82,000 18,000 18,000 18,000 12,15,000 830,000 121,000 44,000 666,000 88,000 38,000 38,000 20,000 20,000	\$ 148,180,000	26,740,000
Risk Management FUND TOTAL SPECIAL REVENUE FUNDS Education Compact Resort Tax Tourism & Hospitality Scholarships Cultural Arts Council Sustainability Waste Haulers Normandy Shores Biscayne Point Allison Island Biscayne Beach Miami City Ballet 5th & Alton Garage 7th St. Garage Transportation Tree Preservation Commemorative Tree Trust Fund People's Transportation People's Transportation Plan Police Confiscations - Federal Police Confiscations - State Police Crash Report Sales Police Unclaimed Property Police Training Red Light Camera Residential Housing E-911 Information & Technology Tech Art in Public Places Beachfront Concession Initiatives Resiliency Fund Biscayne Bay Protection Trust Fund Adopt-A-Bench Brick Power	\$ 426,973,000	\$ 16,295,000	\$ 31,026,000	\$ 1,082,000	\$ 289,117,000	117,334,000 35,000 1,7950,000 1,029,000 110,000 316,000 341,000 244,000 60,000 2,891,000 12,290,000 2,891,000 5,316,000 82,000 55,000 89,000 12,15,000 89,000 12,15,000 830,000 923,000 310,000 44,000 666,000 88,000 88,000 38,000 920,000 110,000	\$ 148,180,000 \$ 912,673,000	26,740,000
Risk Management FUND TOTAL SPECIAL REVENUE FUNDS Education Compact Resort Tax Tourism & Hospitality Scholarships Cultural Arts Council Sustainability Waste Haulers Normandy Shores Biscayne Point Allison Island Biscayne Beach Miami City Ballet 5th & Altan Garage 7th St. Garage Transportation Tree Preservation Commemorative Tree Trust Fund People's Transportation Plan Police Confiscations - Federal Police Confiscations - Federal Police Confiscations - State Police Unclaimed Property Police Training Red Light Camera Residential Housing E-911 Information & Technology Tech Art in Public Places Beachfront Concession Initiatives Resiliency Fund Biscayne Bay Protection Trust Fund Brick Paver	\$ 426,973,000	\$ 16,295,000	\$ 31,026,000	\$ 1,082,000	\$ 289,117,000	117,334,000 35,000 1,750,000 1,029,000 110,000 341,000 341,000 244,000 60,000 925,000 12,290,000 341,000 82,000 53,16,000 82,000 15,316,000 82,000 18,000 18,000 12,290,000 18,000 18,000 29,000 11,215,000 830,000 121,000 666,000 88,000 38,000 10,000 10,000		26,740,000 \$ 132,102,000

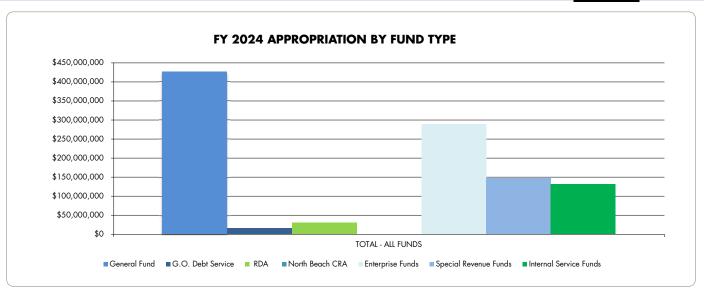


TOTAL EXPENDITURES BY FUND AND DEPARTMENT Fiscal Year 2024

FUNCTION/DEPARTMENT	GENERAL	G.O. DEBT SERVICE	RDA	NORTH BEACH CRA	ENTERPRISE	SPECIAL REVENUES	TOTALS	INTERNAL SERVICE
MAYOR & COMMISSION							\$ 2,879,000	
MAYOR & COMMISSION	\$ 2,879,000							
ADMINISTRATIVE SUPPORT SERVICES							\$ 36,176,000	
CITY ATTORNEY	6,955,000							
CITY CLERK	2,422,000							
Central Services	4 411 000							1,180,000
CITY MANAGER INSPECTOR GENERAL	4,411,000							1,724,000
FINANCE	10,554,000							1,724,000
Education Compact	10,004,000					143,000		
HUMAN RESOURCES/LABOR RELATIONS	3,265,000					.,		
Risk Management								26,740,000
Medical & Dental								49,842,000
INFORMATION TECHNOLOGY IT Tech						200,000		19,895,000
MARKETING & COMMUNICATIONS	3,179,000					300,000		
OFFICE OF MANAGEMENT AND BUDGET	1,747,000							
PROCUREMENT	3,200,000							
	.,,							
CONOMIC DEV. & CULTURAL ARTS							\$ 208,917,000	
BUILDING					18,909,000			
CODE COMPLIANCE	7,360,000							
ECONOMIC DEVELOPMENT	2,352,000				45 479 000			
Convention Center Tourism & Hospitality Scholarships					45,678,000	35,000		
HOUSING & COMM. SERVICES	4,794,000					33,000		
Residential Housing	4,7,74,000					830,000		
PLANNING	5,754,000					,		
TOURISM & CULTURE	3,800,000							
Resort Tax						117,334,000		
Art in Public Places						121,000		
Cultural Arts Council						1,950,000		
OPERATIONS							\$ 325,401,000	
CAPITAL IMPROVEMENT PROJECTS	6,179,000							
ENVIRONMENT & SUSTAINABILITY	2,074,000							
Tree Preservation						341,000		
Commemorative Tree Trust Fund						2,000		
Sustainability Beachfront Concession Initiatives						1,029,000 44,000		
Sustainability and Resiliency Fund						88,000		
Biscayne Bay Protection Trust Fund						38,000		
Resiliency Fund								
						666,000		
FACILITIES AND FLEET MANAGEMENT						666,000		
FACILITIES AND FLEET MANAGEMENT Property Management	4,042,000					666,000		12,769,000
Property Management Fleet Management	4,042,000							12,769,000 19,952,000
Property Management Fleet Management Normandy Shores	4,042,000					316,000		
Property Management Fleet Management Normandy Shores Biscayne Point	4,042,000					316,000 341,000		
Property Management Fleet Management Normandy Shores Biscayne Point Allison Island	4,042,000					316,000 341,000 324,000		
Property Management Fleet Management Normandy Shores Biscayne Point Allison Island Biscayne Beach	4,042,000					316,000 341,000 324,000 244,000		
Property Management Fleet Management Normandy Shores Biscayne Point Allison Island Biscayne Beach Miami City Ballet	4,042,000				52.993.000	316,000 341,000 324,000		
Property Management Fleet Management Normandy Shores Biscayne Point Allison Island Biscayne Beach	4,042,000				52,993,000	316,000 341,000 324,000 244,000		
Property Management Fleet Management Normandy Shores Biscayne Point Allison Island Biscayne Beach Miami City Ballet PARKING 5th & Alton Garage 7th Street Garage					52,993,000	316,000 341,000 324,000 244,000 60,000		
Property Management Fleet Management Normandy Shores Biscayne Point Allison Island Biscayne Beach Miami City Ballet PARKING 5th & Alton Garage 7th Street Garage PARKS & RECREATION	4,042,000 46,599,000				52,993,000	316,000 341,000 324,000 244,000 60,000 926,000 2,891,000		
Property Management Fleet Management Normandy Shores Biscayne Point Allison Island Biscayne Beach Miami City Ballet PARKING 5th & Alton Garage 7th Street Garage PARKS & RECREATION AdoptA-Bench					52,993,000	316,000 341,000 324,000 244,000 60,000 926,000 2,891,000		
Property Management Fleet Management Normandy Shores Biscayne Point Allison Island Biscayne Beach Miami City Ballet PARKING 5th & Alton Garage 7th Street Garage PARKS & RECREATION Adopt-ABench Brick Paver	46,599,000				52,993,000	316,000 341,000 324,000 244,000 60,000 926,000 2,891,000		
Property Management Fleet Management Normandy Shores Biscayne Point Allison Island Biscayne Beach Miami City Ballet PARKING 5th & Alton Garage 7th Street Garage PARKS & RECREATION Adopt-A-Bench Brick Paver PUBLIC WORKS						316,000 341,000 324,000 244,000 60,000 926,000 2,891,000		
Property Management Fleet Management Normandy Shores Biscayne Point Allison Island Biscayne Beach Miami City Ballet PARKING 5th & Alton Garage 7th Street Garage PARKS & RECREATION Adopt-A-Bench Brick Paver PUBLIC WORKS Sanitation	46,599,000				24,789,000	316,000 341,000 324,000 244,000 60,000 926,000 2,891,000		
Property Management Fleet Management Normandy Shores Biscayne Point Allison Island Biscayne Beach Miami City Ballet PARKING 5th & Alton Garage 7th Street Garage PARKS & RECREATION Adopt-A-Bench Brick Paver PUBLIC WORKS	46,599,000				24,789,000 64,101,000	316,000 341,000 324,000 244,000 60,000 926,000 2,891,000		
Property Management Fleet Management Normandy Shores Biscayne Point Allison Island Biscayne Beach Miami City Ballet PARKING 5th & Alton Garage 7th Street Garage PARKS & RECREATION Adopt-A-Bench Brick Paver PUBLIC WORKS Sanitation Sewer	46,599,000				24,789,000	316,000 341,000 324,000 244,000 60,000 926,000 2,891,000		
Property Management Fleet Management Normandy Shores Biscayne Point Allison Island Biscayne Beach Miami City Ballet PARKING 5th & Alton Garage 7th Street Garage PARKS & RECREATION Adopt-A-Bench Brick Paver PUBLIC WORKS Sanitation Sewer Storm Water Water Waste Haulers	46,599,000				24,789,000 64,101,000 38,463,000	316,000 341,000 324,000 244,000 60,000 926,000 2,891,000 10,000		
Property Management Fleet Management Normandy Shores Biscayne Point Allison Island Biscayne Beach Miami City Ballet PARKING 5th & Alton Garage 7th Street Garage PARKS & RECREATION Adopt-A Bench Brick Paver PUBLIC WORKS Sanitation Sewer Storm Water Water	46,599,000				24,789,000 64,101,000 38,463,000	316,000 341,000 324,000 244,000 60,000 926,000 2,891,000 20,000 10,000		

TOTAL EXPENDITURES BY FUND AND DEPARTMENT Fiscal Year 2024

FUNCTION/DEPARTMENT	GENERAL	G.O. DEBT SERVICE	RDA	NORTH BEACH CRA	ENTERPRISE	SPECIAL REVENUES	TOTALS	INTERNAL SERVICE
PUBLIC SAFETY							\$ 262,523,000	
FIRE	115,108,000						<u> </u>	
E-911	110,100,000					923,000		
POLICE	145,004,000							
Police Confiscations - Federal	, ,					82,000		
Police Confiscations - State						55,000		
Police Unclaimed Property						18,000		
Police Training						29,000		
Police Crash Report Sales						89,000		
Red Light Camera						1,215,000		
CITYWIDE ACCOUNTS							\$ 28,374,000	
CITYWIDE ACCTS	9,862,000						4 10,07 4,000	
CITYWIDE ACCTS-Normandy Shores	316,000							
CITYWIDE ACCTS-Operating Contingency	1,000,000							
CITYWIDE ACCTS-Transfers								
Capital Reserve	978,000							
Info & Comm Technology Fund	300,000							
Pay-As-You-Go Capital	10,720,000							
General Fund Reserve	3,028,000							
Capital Renewal & Replacement	2,170,000							
G.O. DEBT SERVICE							\$ 16,295,000	
G.O. DEBT SERVICE		16,295,000						
RDA-City TIF Transfer only							\$ 31,026,000	
CITY CENTER RDA			31,026,000				\$ 31,020,000	
NORTH BEACH CRA-City TIF Transfer only							\$ 1,082,000	
NORTH BEACH CRA				1,082,000				
TOTAL - ALL FUNDS	\$ 426,973,000	\$ 16,295,000	\$ 31,026,000	\$ 1,082,000	\$ 289,117,000	\$ 148,180,000	\$ 912,673,000	\$ 132,102,000
Less Transfers							(84,053,000)	
GRAND TOTAL - ALL FUNDS							\$ 828,620,000	



EXPENDITURE APPROPRIATION SUMMARY BY FUND AND DEPARTMENT

FUND/DEPARTMENT	FY 2021 Actual	FY 202 Actua			FY 2023 Adopted		Y 2024 oposed	Prop FY 2024- Adop FY 2023 Variance	% Diff.
GENERAL FUND									
MAYOR AND COMMISSION	2,422,023	2,6	46,893		2,809,000		2,879,000	70,000	2.5%
ADMINISTRATIVE SUPPORT									
City Attorney	5,840,490	5,9	00,116		7,010,000		6,955,000	(55,000)	-0.8%
City Clerk	1,736,971	1,7	86,626		1,914,000		2,422,000	508,000	26.5%
City Manager	4,494,052	4,6	98,117		4,290,000		4,411,000	121,000	2.8%
Finance	6,259,791	6,5	00,705		7,768,000		10,554,000	2,786,000	35.9%
Human Resources/Labor Relations	2,567,343	3,0	27,637		3,124,000		3,265,000	141,000	4.5%
Marketing & Communications	2,089,239	2,3	40,232		2,913,000		3,179,000	266,000	9.1%
Office of Management and Budget	1,357,916	1,3	69,164		1,678,000		1,747,000	69,000	4.1%
Procurement	2,524,212	2,6	67,057		3,015,000		3,200,000	185,000	6.1%
ECON DEV & CULTURAL ARTS									
Code Compliance	6,088,874	6.3	10,037		6,872,000		7,360,000	488,000	7.1%
Economic Development	1,147,698		14,489		2,571,000		2,352,000	(219,000)	-8.5%
Housing & Community Services	2,854,376		31,309		4,291,000		4,794,000	503,000	11.7%
Org Dev & Performance Initiatives*	598,900		10,947		1,944,000		0	(1,944,000)	-100.0%
Planning	4,566,791		77,799		5,790,000		5,754,000	(36,000)	-0.6%
Tourism and Culture	3,169,670		11,634		3,566,000		3,800,000	234,000	6.6%
OPERATIONS	3,107,070	3,3	111,004		3,300,000		3,000,000	254,000	0.076
	4,813,049	5.2	89,538	1	5,838,000		6,179,000	341,000	5.8%
Capital Improvement Projects Environment & Sustainability		1							
,	1,179,065		70,070	-	2,139,000		2,074,000	(65,000)	-3.0%
Parks & Recreation	31,847,275		70,279	-	42,998,000		46,599,000	3,601,000	8.4%
Property Management	1,944,598		66,628		3,698,000		4,042,000	344,000	9.3%
Public Works	12,040,820	13,2	04,680		16,086,000		16,921,000	835,000	5.2%
PUBLIC SAFETY									
Fire	93,871,321		67,430	-	100,220,000		115,108,000	14,888,000	14.9%
Police	115,620,385	121,2	98,440		130,195,000		145,004,000	14,809,000	11.4%
CITYWIDE									
Citywide Accounts	20,437,095		26,159		8,378,000		9,862,000	1,484,000	17.7%
Citywide Accounts-Normandy Shores	111,000		252,000		282,000		316,000	34,000	12.1%
Citywide Accounts-Operating Contingency	0		0		<i>7</i> ,011,000		1,000,000	(6,011,000)	-85.7%
Subtotal	\$ 329,576,290	\$ 341,41	16,557	\$	376,400,000	\$ 4	109,777,000	\$ 33,377,000	8.9%
Transfers									
Capital Reserve	0		0		0		978,000	978,000	100.0%
Capital Renewal & Replacement	43,000	8	15,000		1,944,000		2,170,000	226,000	11.6%
Pay-As-You-Go Capital	4,252,000	34,1	41,000		3,974,000		10,720,000	6,746,000	169.8%
General Fund Reserve	0		0		0		3,028,000	3,028,000	100.0%
Info & Comm Technology Fund	300,000	3	000,000		300,000		300,000	0	0.0%
Subtotal	\$ 4,595,000	\$ 35,25	56,000	\$	6,218,000	\$	17,196,000	\$ 10,978,000	176.6%
TOTAL GENERAL FUND	\$ 334,171,290	\$ 376,67	72,557	\$	382,618,000	\$ 4	26,973,000	\$ 44,355,000	11.6%
		•						•	
G.O. DEBT SERVICE									
G.O. DEBT SERVICE	12,794,271	11,4	186,921		10,437,000		16,295,000	5,858,000	56.1%
TOTAL G.O. DEBT SERVICE	\$ 12,794,271	\$ 11,48	86,921	\$	10,437,000	\$	16,295,000	\$ 5,858,000	51.0%
RDA FUND-City TIF only									
RDA City Center (net)	31,110,894	29.8	05,059		30,173,000		31,026,000	853,000	2.8%
TOTAL RDA FUND-City TIF Only			05,059	\$	30,173,000	\$	31,026,000		2.9%
. Sink Ren Torte will fill Olly		7 27,00	2,007	, ,	25,.70,000	7	.,020,000		2,7,70
NORTH BEACH CRA FUND City TIF only									
North Beach CRA (net)	0		0		577,000		1,082,000	505,000	87.5%
TOTAL RDA FUND-City TIF Only		\$		\$	577,000	\$	1,082,000		100.0%
I STAL RDA FORD-CITY HE ONLY	-	7	9	7	3,7,000	Ψ	.,002,000	303,000	. 00.0 /0

EXPENDITURE APPROPRIATION SUMMARY BY FUND AND DEPARTMENT

FUND/DEPARTMENT	FY 2021 Actual	FY 2022 Actual	FY 2023 Adopted	FY 2024 Proposed	Prop FY 2024- Adop FY 2023 Variance	% Diff.
ENTERPRISE FUNDS						
CONVENTION CENTER	36,270,766	42,074,624	29,407,000	45,678,000	16,271,000	55.3%
BUILDING	16,676,302	14,980,839	17,993,000	18,909,000	916,000	5.19
WATER OPERATIONS	30,584,980	34,571,202	36,577,000	44,184,000	7,607,000	20.89
SEWER OPERATIONS	50,125,058	51,345,658	57,396,000	64,101,000	6,705,000	11.79
STORM WATER	31,612,800	32,762,032	34,103,000	38,463,000	4,360,000	12.89
SANITATION	20,806,958	21,833,450	23,860,000	24,789,000	929,000	3.9%
PARKING	30,940,000	33,532,294	46,617,000	52,993,000	6,376,000	13.79
TOTAL ENTERPRISE FUNDS	\$ 217,016,863	\$ 231,100,099	\$ 245,953,000	\$ 289,117,000	\$ 43,164,000	18.7%
TOTAL GF, DEBT, RDA, CRA, ENTERPRISE	\$ 595,093,318	\$ 649,064,636	\$ 669,758,000	\$ 764,493,000	\$ 94,735,000	14.6%
SPECIAL REVENUE FUNDS EDUCATION COMPACT	399,157	79,256	90,000	143,000	53,000	58.99
RESORT TAX	58,767,407	109,876,492		· · · · · · · · · · · · · · · · · · ·	6,885,000	6.29
ART IN PUBLIC PLACES	15,885	57,103			(51,000)	-29.79
TOURISM & HOSPITALITY SCHOLARSHIPS	15,885	930			· · · · · ·	-56.89
CULTURAL ARTS COUNCIL	1,625,553	2,206,986	,		(46,000)	11.49
	451.489				· · · · · · · · · · · · · · · · · · ·	
SUSTAINABILITY		469,144			94,000	10.19
WASTE HAULERS	67,813	139,977			1,000	0.99
NORMANDY SHORES	283,744	263,763			34,000	12.19
BISCAYNE POINT	218,186	241,804	· · · · · · · · · · · · · · · · · · ·		119,000	53.6%
ALLISON ISLAND	213,424	218,686	,		88,000	37.3%
BISCAYNE BEACH	235,668	229,622		· · · · · · · · · · · · · · · · · · ·	10,000	4.3%
5TH & ALTON GARAGE	980,070	1,029,487	,		82,000	9.79
7TH STREET GARAGE	1,087,372	1,294,589			(319,000)	-9.99
TRANSPORTATION TO SERVICE TO SERV	2,079,032	3,654,036			1,192,000	10.79
TREE PRESERVATION	68,864	51,763		+	91,000	36.49
COMMEMORATIVE TREE TRUST FUND	426	5.010.000	,		(2,000)	-50.0%
PEOPLE'S TRANSPORTATION PLAN	4,238,231	5,212,999			1,089,000	25.89
POLICE CONFISCATION - FEDERAL	51,931	65,655			(8,000)	-8.9%
POLICE CONFISCATION - STATE	98,451	24,432		· · · · · · · · · · · · · · · · · · ·	(11,000)	-16.79
POLICE CRASH REPORT SALES	12,033	145,772		89,000	(27,000)	-23.39
POLICE UNCLAIMED	10,983	21,456	,		3,000	20.09
POLICE TRAINING	765	14,645	+		(38,000)	-56.79
RED LIGHT CAMERA	743,358	272,412	+		(1,000)	-0.19
RESIDENTIAL HOUSING	500,073	610,096			(12,000)	-1.49
EMERGENCY 9-1-1	484,000	979,200	+		156,000	20.39
INFORMATION & TECHNOLOGY TECH FUND	490,341	184,434			0	0.09
BEACH RENOURISHMENT	1,500,000	1,504,879			(,,	-100.09
BEACHFRONT CONCESSION INITIATIVES	0	59,250			0	0.09
RESILIENCY FUND	0	67,107			0	0.09
SUSTAINABILITY AND RESILIENCY FUND	0	98,800			(12,000)	-12.09
BISCAYNE BAY PROTECTION TRUST FUND	0	С	,		32,000	533.3
ADOPT-A-BENCH PROGRAM	0	C			0	0.0
BRICK PAVER PROGRAM	0	C		· · · · · · · · · · · · · · · · · · ·	10,000	100.09
MIAMI CITY BALLET	0	C		,	60,000	100.09
TOTAL SPECIAL REVENUE FUNDS	\$ 74,624,256	\$ 129,074,774	\$ 140,008,000	\$ 148,180,000	\$ 8,172,000	6.39

INTERNAL SERVICE FUNDS**						
CENTRAL SERVICES	918,478	785,980	1,044,000	1,180,000	136,000	13.0%
FLEET MANAGEMENT	12,286,489	15,104,339	17,761,000	19,952,000	2,191,000	12.3%
INFORMATION TECHNOLOGY	18,353,901	19,133,120	19,821,000	19,895,000	74,000	0.4%
MEDICAL & DENTAL INSURANCE	38,251,320	42,072,015	46,159,000	49,842,000	3,683,000	8.0%
OFFICE OF INSPECTOR GENERAL	1,438,474	1,540,524	1,726,000	1,724,000	(2,000)	-0.1%
PROPERTY MANAGEMENT	11,264,112	10,262,613	12,072,000	12,769,000	697,000	5.8%
RISK MANAGEMENT	15,188,763	18,076,828	23,846,000	26,740,000	2,894,000	12.1%
TOTAL INTERNAL SERVICE FUNDS	\$ 97,701,537	\$ 106,975,418	\$ 122,429,000	\$ 132,102,000	\$ 9,673,000	9.0%

 $[\]star$ During FY 2023, Organizational Development and Performance Initiatives re-organized as a division of the Finance Department.

 $^{{\}color{blue} **} Presented for informational purposes only; costs have already been allocated within the GF, Special Revenue, and Enterprise Fund Depts.$

		FY 2021 Actuals		FY 2022 Actuals	FY 2023 Adopted	FY 2024 Proposed	rop FY 2024- dop FY 2023 Variance
OPERATING							
Property Tax	\$	191,900,543	\$	196,372,310	\$ 220,605,000	\$ 246,283,000	\$ 25,678,000
Ad Valorem Taxes-Capital R&R		807,000		815,000	1,944,000	2,170,000	226,000
Ad Valorem Taxes-Pay-As-You-Go Capital		2,592,000		2,616,000	3,974,000	4,436,000	462,000
Ad Valorem Taxes-Normandy Shores		18,000		252,000	282,000	316,000	34,000
Other Taxes		23,824,734		26,323,911	25,010,000	27,405,000	2,395,000
Licenses and Permits		12,741,709		23,207,443	18,040,000	20,971,000	2,931,000
Intergovernmental		12,156,720		14,441,619	14,175,000	14,227,000	52,000
Charges for Services		5,814,703		7,011,156	6,336,000	7,685,000	1,349,000
Golf Courses		7,963,502		9,284,997	8,153,000	9,207,000	1,054,000
Fines and Forfeits		1,508,080		2,524,708	1,264,000	1,511,000	247,000
Interest		(1,702,837)		(31,811,663)	5,577,000	6,222,000	645,000
Rents and Leases		5,751,020		7,295,086	6,967,000	7,596,000	629,000
Miscellaneous		57,482,850		45,404,747	15,566,000	14,780,000	(786,000)
Other-Resort Tax Contribution		6,415,000		38,448,000	39,227,000	45,432,000	6,205,000
Other-Non Operating Revenue		17,066,984		14,156,352	13,905,000	14,533,000	628,000
Use of General Fund Reserves/Prior Year Surplus		0		0	1,593,000	4,199,000	2,606,000
TOTAL	\$	344,340,008	\$	356,341,665	\$ 382,618,000	\$ 426,973,000	\$ 44,355,000
AD VALOREM TAXES							
Property Tax	1	191,900,543		196,372,310	220,605,000	246,283,000	25,678,000
Property Tax-Capital R&R		807,000		815,000	1,944,000	2,170,000	226,000
Property Tax-Pay-As-You-Go Capital		2,592,000		2,616,000	3,974,000	4,436,000	462,000
Property Tax-Normandy Shores		18,000		252,000	282,000	316,000	34,000
TOTAL AD VALOREM TAXES	\$	195,317,543	\$		\$,	\$ 253,205,000	\$ 26,400,000
OTHER TAXES							
FRANCHISE TAXES			<u> </u>				
Electricity		7,489,624		8,835,948	8,127,000	9.391.000	1,264,000
Gas		711,332		793,753	826,000	794,000	(32,000)
Cable TV		1,092,084		1,025,526	986,000	931,000	(55,000)
Subtotal Franchise Taxes		9,293,040		10,655,227	9,939,000	11,116,000	1,177,000
UTILITY TAXES		7,270,040		10,033,227	7,707,000	11,110,000	1,177,000
Electricity		11,652,312		12,442,840	11,941,000	12,901,000	960,000
Telephone		2,408,580		2,667,772	2,577,000	2,827,000	250,000
Gas-People's		416,980		484,450	473,000	481,000	8,000
Gas-Companies		53,822		73,621	80,000	80,000	0
Subtotal Utility Taxes		14,531,694		15,668,684	15,071,000	16,289,000	1,218,000
TOTAL OTHER TAXES	\$	23,824,734	\$	26,323,911	\$ 	\$ 27,405,000	\$ 2,395,000



	FY 2021 Actuals	FY 2022 Actuals	FY 2023 Adopted	FY 2024 Proposed	Prop FY 2024- Adop FY 2023 Variance
LICENSES & PERMITS					
BUSINESS TAX RECEIPTS					
City Business Tax Receipts	3,585,918	4,860,919	4,820,000	5,145,000	325,000
County Business Tax Receipts	120,825	116,959	120,000	122,000	2,000
Subtotal Business Tax	3,706,743	4,977,878	4,940,000	5,267,000	327,000
PERMITS					
Building	(121)	0	0	0	0
Certificate of Occupancy	0	156	0	0	0
Elevator Inspection	1,232,098	1,252,969	1,276,000	1,412,000	136,000
Building Permit Extensions	102	0	0	0	0
Other	9,079	8,926	0	0	0
Lockboxes	16,318	15,330	19,000	17,000	(2,000)
Subtotal Building Department	1.257.476	1,277,381	1.295.000	1,429,000	134,000
FIRE	,,	, , , , , , ,	, , , , , , , ,	, , , , , , ,	,,,,,
Fire Inspection-Annual	440,362	481,135	535,000	541,000	6,000
Fire Hydrant Flow Test	17,836	41,244	23,000	79,000	56,000
Fire Plan Review	2,387,622	4,165,332	3.238.000	3,838,000	600,000
Fire Prevention Training Surcharge	0	0	197,000	224,000	27,000
Subtotal Fire Department	2,845,821	4,687,711	3,993,000	4,682,000	689,000
PUBLIC WORKS		1,221,111	7727222	1,000,000	221,722
Public Works Fees-Building Permit	1,057,966	3,624,534	1,509,000	1,734,000	225,000
Work in Right-of-Way	1,479,081	1,446,973	1,322,000	1,571,000	249,000
Public Works Training Surcharge	1,4,7,001	79,468	103,000	196,000	93,000
Sidewalk Permit Fees	80,671	2,357,435	1,613,000	2,291,000	678,000
Subtotal Public Works Department	2,617,719	7,508,409	4,547,000	5,792,000	1,245,000
PLANNING	2/01///17	7,000,107	1,0 11 /000	0): 72/000	1,210,000
Plans Review-Planning	1,973,197	3,878,947	2,500,000	2,748,000	248,000
Planning Training Surcharge	27,866	100,863	104,000	219,000	115,000
Planning Fees-Building Permit	28,511	37,052	49,000	40.000	(9,000)
Subtotal Planning Department	2,029,574	4,016,863	2,653,000	3,007,000	354,000
OTHER	2,027,374	4,010,003	2,033,000	3,007,000	334,000
Police Towing	72,425	69,430	74,000	69,000	(5,000)
Special Events	1	1	388,000	609,000	, , ,
•	94,929 640	540,220 500	1,000		221,000
Garage Sale Other	116,383	129,051	149,000	1,000 115,000	(34,000)
Subtotal Other	284,377	739,201	612,000	794,000	182,000
Subtotal Permits	9,034,966	18,229,565	13,100,000	15,704,000	2,604,000
	, , ,				, ,
TOTAL LICENSES & PERMITS	\$ 12,741,709	\$ 23,207,443	\$ 18,040,000	\$ 20,971,000	\$ 2,931,000
INTERGOVERNMENTAL REVENUES					
STATE REVENUE SHARING					
Sales Tax Proceeds	2,404,808	2,879,497	2,664,000	2,711,000	47,000
Local Option Gas Tax (6 cents)	946,726	1,038,300	1,069,000	1,009,000	(60,000)
LOGT/School Guards	9,209	22,563	15,000	21,000	6,000
Motor Fuel Tax	681,049	759,197	735,000	741,000	6,000
Liquor Licenses	307,292	304,774	310,000	306,000	(4,000)
Local Govt Half-Cent Sales Tax	7,700,231	9,323,091	9,247,000	9,272,000	25,000
Firefighters Supplemental	107,406	114,195	135,000	167,000	32,000
TOTAL INTERGOVERNMENTAL	\$ 12,156,720	\$ 14,441,619	\$ 14,175,000	\$ 14,227,000	\$ 52,000

		FY 2021 Actuals		FY 2022 Actuals		FY 2023 Adopted		FY 2024 Proposed	Add	p FY 2024- op FY 2023 Variance
CHARGES FOR SERVICE										
GENERAL GOVERNMENT										
Photocopies		34,776		48,000		39,000		39,000		0
Passport Application Fees		39,688		79,355		39,000		43,000		4,000
Lot Clearing Lien Satisfaction		2,935		6,195		4,000		8,000		4,000
Subtotal General Government		77,399		133,551		82,000		90,000		8,000
PUBLIC SAFETY										
Fire-Rescue		1,777,409		2,790,089		2,000,000		2,413,000		413,000
Off Duty Admin-Police		816,786		1,020,039		951,000		1,020,000		69,000
Police Services		22,662		34,129		20,000		37,000		1 <i>7</i> ,000
Off Duty - Fire Watch		393,120		0		0		0		0
Off Duty Admin-Fire		0		3,542		0		13,000		13,000
Subtotal Public Safety		3,009,977		3,847,798		2,971,000		3,483,000		512,000
CULTURE & RECREATION										
Miami Beach Golf Club		5,265,405		5,987,267		5,261,000		5,985,000		724,000
Normandy Shores Golf Club		2,698,097		3,297,729		2,892,000		3,222,000		330,000
Subtotal Golf Courses		7,963,502		9,284,997		8,153,000		9,207,000		1,054,000
RECREATION										
Pools		61,664		123,626		152,000		148,000		(4,000)
Tennis Centers		1,463,562		1,455,496		1,561,000		1,649,000		88,000
Athletics		169,757		132,760		163,000		953,000		790,000
After School Programs		202,349		213,232		199,000		223,000		24,000
Entrance Fees		104		. 0		4,000		. 0		(4,000)
Summer Programs		316,766		435,933		536,000		500,000		(36,000)
Gymnastics		20,616		23,753		<i>77</i> ,000		31,000		(46,000)
Classes		288,773		390,941		336,000		357,000		21,000
Rentals		182,063		210,840		211,000		211,000		0
Food & Beverage		18,358		29,479		34,000		32,000		(2,000)
Recreation Miscellaneous		3,316		13,747		10,000		8,000		(2,000)
Subtotal Recreation		2,727,328		3,029,806		3,283,000		4,112,000		829,000
Subtotal Culture & Recreation		10,690,829		12,314,803		11,436,000		13,319,000		1,883,000
TOTAL CHARGES FOR SERVICE	\$	13,778,205	\$	16,296,152	\$	14,489,000	\$	16,892,000	\$	2,403,000
FINITE A FAREFUE			-							
FINES & FORFEITS		70.01.	,	107 (0 (1 (0 0 0 0		174000		11.000
County Court Fines-Traffic		73,916		197,684		163,000		174,000		11,000
County Court Fines-Parking		30,071		25,064		32,000		37,000		5,000
Parking/School Guards		26,451		17,718		25,000		18,000		(7,000)
Cost Recovery-Police		227,061		884,579		58,000		58,000		0
False Alarm Fines		200,138		258,453		102,000		105,000		3,000
Code Enforcement Violations		620,904		806,262		578,000		766,000		188,000
Fire Code Violations		53,918		46,364		54,000		51,000		(3,000)
Public Works Violations		257,750		281,000		243,000		293,000		50,000
Fire Overcrowding Fines		9,055		1,584		4,000		4,000		0
Requests for Appeals		3,071		3,751		4,000		4,000		0
Other TOTAL FINES & FORFEITS	\$	5,745 1,508,080	\$	2,250 2,524,708	\$	1,000 1,264,000	\$	1,000 1,511,000	\$	247,000
IOIAL FINES & FORFEITS	7	1,506,060	Þ	2,324,706	Þ	1,204,000	Þ	1,511,000	Þ	247,000
INTEREST EARNINGS										
Interest Earnings		5,129,127		3,690,644		5,577,000		6,222,000		645,000
Unrealized Gain/Loss on Investment		(7,018,719)		(36,212,285)		0		0		0
Interest-Other		186,755		709,978		0		0		0
TOTAL INTEREST EARNINGS	\$	(1,702,837)	\$	(31,811,663)	\$	5,577,000	\$	6,222,000	\$	645,000

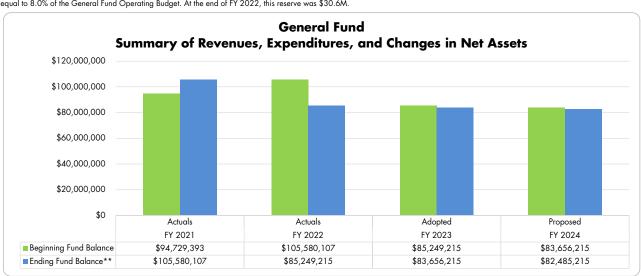
		FY 2021 Actuals		FY 2022 Actuals		FY 2023 Adopted		FY 2024 Proposed	Prop FY 2024- Adop FY 2023 Variance
RENTS & LEASES									
Air Rights Lease		46,032		40,930		40,000		40,000	0
Colony Theater		1,275		0		0		0	0
Colony Theater Café		65,848		208,201		173,000		170,000	(3,000)
Live Nation		0		407,196		0		0	0
South Pointe Park Restaurant		717,226		1,233,104		1,469,000		1,593,000	124,000
Penn Garage Ground Lease		279,000		279,000		279,000		279,000	0
Park One Development Agreement		81,598		83,048		69,000		74,000	5,000
Lincoln Place Development Agreement		161,911		143,562		145,000		150,000	5,000
Communication Site Leases		62,398		62,725		64,000		66,000	2,000
The Lincoln Development Agreement		1 <i>7</i> 0,83 <i>7</i>		149,915		155,000		160,000	5,000
Historic City Hall Building/CAM		44,535		130,601		76,000		76,000	0
777 Building/CAM		248,625		207,336		102,000		144,000	42,000
Penrod's Pier Park Restaurant		844,358		910,804		935,000		961,000	26,000
Ballet Valet Ramp		31,772		32,725		34,000		36,000	2,000
Marina Rent (RDA)		2,121,817		2,480,405		2,238,000		2,537,000	299,000
Rental City Properties-Other Funds		873,788		925,532		1,188,000		1,310,000	122,000
TOTAL RENTS & LEASES	\$	5,751,020	\$	7,295,086	\$	6,967,000	\$	7,596,000	\$ 629,000
MISCELLANEOUS	•		•				•		
Cost Allocation-CIP		4,620,845		4,768,719		5,838,000		5,179,000	(659,000)
Cost Allocation-Convention Center		249,463		159,779		0,000,000		0	(057,000)
Cost Allocation-PW In-House Design		79,181		174,207		90.000		118,000	28,000
Cost Allocation-G.O. Bond Management		446,516		628,712		656,000		409,000	(247,000)
Cost Allocation-Arts and Culture G.O. Bond Mgmt.		440,510		020,712		030,000		277,000	277,000
City Center RDA - Management Fee		1,003,663		1,041,075		1,068,000		1,134,000	66,000
		103,000		113,000		97,000		1,134,000	22,000
Anchor Garage/Penn Shops-Mgmt. Fee Concessions-Brothers Vending & Coca Cola		32,137		65,468		21,000		21,000	22,000
Concessions-Brothers Vending & Coca Cola Concessions-Boucher Brothers-Beachfront		636,324		1,027,685		1,160,000		1,040,000	(120,000)
Concessions-Food Trailers		172,500		172,500		270,000		180,000	(90,000)
Concessions-Beachfront-Other		694,657		390,530		605,000		519,000	(86,000)
Concessions-South Pointe Park Pavilion		40,215		57,037		50,000		50,000	117,000
Concessions-Other		52,814		316,357		200,000		316,000	116,000
FEMA and Other Unbudgeted Revenues		41,209,649		25,058,767		12,000		14,000	2,000
Sale of City Property		20,551		1,030		0		0	(75,000)
Planning Application Fees		228,558		490,082		396,000		321,000	(75,000)
Beach Access		5,887		23,257		17,000		14,000	(3,000)
Communications Advertising		22,150		25,150		28,000		45,000	17,000
Light Pole Banner Application Fee		37,570		80,134		46,000		45,000	(1,000)
Wedding Ceremony Fee		19,737		15,584		24,000		9,000	(15,000)
Corporate Sponsorship		195,433		0		244,000		174,000	(70,000)
Promotional Distribution Fee		4,116		31,860		9,000		16,000	7,000
Design Review Fee		1,594,637		1,757,935		1,744,000		1,659,000	(85,000)
Lien Letter		1,342,765		1,452,682		750,000		750,000	0
FL Dept. of Transp - Reimbursement		470,759		500,599		462,000		521,000	59,000
Self-Insurance Reimbursement		1,242,000		1,259,000		1,129,000		1,149,000	20,000
FOP Car User Fee		220,055		224,818		225,000		225,000	0
All Other		2,737,667	_	5,568,781	_	425,000	_	476,000	51,000
TOTAL MISCELLANEOUS	\$	57,482,850	\$	45,404,747	\$	15,566,000	\$	14,780,000	\$ (786,000)
OTHER									
INTERFUND TRANSFERS									
Convention Center-Mgmt. Fee		323,000		339,000		333,000		416,000	83,000
Water & Sewer-Mgmt. Fee		2,596,000		2,801,000		2,518,000		2,964,000	446,000
Parking-Mgmt. Fee		1,149,000		1,420,000		1,544,000		1,630,000	86,000
Parking-Right of Way Fee		1,485,000		1,901,000		1,939,000		2,247,000	308,000
Sanitation-Mgmt. Fee		1,684,000		1,711,000		1,710,000		1,610,000	(100,000)
Stormwater-Mgmt. Fee		2,174,000		2,169,000		1,772,000		1,918,000	146,000
Resort Tax-Mgmt. Fee		1,199,000		1,763,000		1,896,000		1,599,000	(297,000)
Building-Mgmt. Fee		1,501,000		1,559,000		1,642,000		1,598,000	(44,000)
Special Taxing Districts-Mgmt. Fee		0		9,000		9,000		9,000	(,000)
Resort Tax Contribution		6,415,000		38,448,000		39,227,000		45,432,000	6,205,000
Transfer In-Others		4,955,984		484,352		542,000		542,000	0,200,000
Use of General Fund Reserves/Prior Year Surplus		4,933,964		464,332		1,593,000		4,199,000	2,606,000
TOTAL OTHER	\$	23,481,984	\$	52,604,352	\$	54,725,000	\$	64,164,000	\$ 9,439,000
							Ė		
TOTAL GENERAL FUND	\$ 3	344,340,008	\$	356,341,665	\$	382,618,000	\$	426,973,000	\$ 44,355,000

SUMMARY OF REVENUES, EXPENDITURES, AND CHANGES IN NET ASSETS

GENERAL FUND											
(For Budgetary Purposes Only)											
		FY 2021		FY 2022		FY 2023		FY 2024			
		Actuals		Actuals		Adopted		Proposed			
Revenues											
Property Taxes		191,900,543		196,372,310		220,605,000		246,283,000			
Property Taxes - Capital Renewal & Replacement		807,000		815,000		1,944,000		2,170,000			
Property Taxes - Pay-As-You-Go Capital		2,592,000		2,616,000		3,974,000		4,436,000			
Property Taxes - Normandy Shores		18,000		252,000		282,000		316,000			
Other Taxes		23,824,734		26,323,911		25,010,000		27,405,000			
Licenses and Permits		12,741,709		23,207,443		18,040,000		20,971,000			
Intergovernmental Revenues		12,156,720		14,441,619		14,175,000		14,227,000			
Charges for Services		13,778,205		16,296,152		14,489,000		16,892,000			
Fines and Forfeits		1,508,080		2,524,708		1,264,000		1,511,000			
Interest Earnings		(1,702,837)		(31,811,663)		5,577,000		6,222,000			
Rents and Leases		5,751,020		7,295,086		6,967,000		7,596,000			
Miscellaneous		57,482,850		45,404,747		15,566,000		14,780,000			
Other-Resort Tax Contribution		6,415,000		38,448,000		39,227,000		45,432,000			
Other Non-Operating Revenues		17,066,984		14,156,352		13,905,000		14,533,000			
Use of General Fund Reserves/Prior Year Surplus		0		0		1,593,000		4,199,000			
Revenues Total	\$	344,340,008	\$	356,341,665	\$	382,618,000	\$	426,973,000			
Expenditures											
Salaries & Benefits		251,451,951		051 442 040		072 014 000		200 422 500			
Operating Expenditures		35,128,474		251,443,849 43,489,265		273,216,800 52,514,200		298,622,500 56,550,500			
, , ,				252,000							
Normandy Shores		111,000		,		282,000		316,000			
Operating Contingency		0		0		7,215,000		1,000,000			
Capital Renewal & Replacement		43,000		815,000		1,944,000		2,170,000			
Pay-As-You-Go Capital		4,252,000		34,141,000		3,974,000		10,720,000			
Transfers		2,609,258		5,610,000		416,000		1,434,000			
Internal Services		40,205,644		38,850,172		42,210,000		52,356,000			
Capital		264,963		1,218,646		529,000		459,000			
Debt Service		105,000		852,624		317,000		317,000			
Transfer to Reserves		0		0		0		3,028,000			
Expenditures Total	\$	334,171,290	\$	376,672,557	\$	382,618,000	\$	426,973,000			
Restatement for Other Adjustments/GASB 84*		681,997		0		0		0			
Net Increase/(Decrease) in Fund Balance	\$	10,850,715	\$	(20,330,892)	\$	0	\$	0			
Beginning Fund Balance	\$	94,729,393	\$	105,580,107	\$	85,249,215	\$	83,656,215			
Ending Fund Balance**	\$	105,580,107	\$	85,249,215	\$	83,656,215	\$	82,485,215			

^{*}For FY 2021 ending September 30, 2021, the City implemented GASB Statement No. 84, Fiduciary Activities. The implementation of GASB Statement No. 84 resulted in certain activities formerly reported within the Agency Fund to be reported within the new Custodial Funds of the Fiduciary Funds statements and within existing Governmental and Enterprise funds, which resulted in the restatement of beginning balances for certain Governmental, Proprietary, and the Fiduciary balances.

^{**}City Resolution No. 96-22014, as amended by Resolution Nos. 98-22661 and 2019-30954, requires that the Fund Balance of the General Fund include a Reserve for Contingencies of 17.0% of the General Fund Operating Budget each fiscal year for emergencies. As of the end of FY 2022, this reserve was \$65.0M. In addition, Resolution No. 2006-26341, as amended by Resolution No. 2019-30954, states that in addition to the 17.0% General Fund Operating Budget Reserve, the City shall have a goal to maintain a General Fund Reserve for Contingencies equal to 8.0% of the General Fund Operating Budget. At the end of FY 2022, this reserve was \$30.6M.





Explanation of Revenues

REVENUE FORECASTING

The City of Miami Beach collects many different types of revenues including property taxes, franchise and utility fees, licenses and permits, sales taxes, gas taxes, EMS fees, golf fees, traffic fines, code violation fees, resort taxes, water and sewer fees, storm water fees, sanitation fees, and parking fees.

As part of the annual budget process, each of the major sources of revenue is forecasted using different techniques tailored for the unique nature of each revenue source. Two of the most common forecasting techniques used are Moving Average and Exponential Smoothing. These techniques help track trends and seasonality in monthly and quarterly data by smoothing out fluctuations over time.

A common way to smooth out fluctuations or outliers in a data set is to use a moving average. A moving average uses a predefined number of periods to calculate the average, and those periods move as time passes. For example, if using a five-month moving average and today is June 1st, we use an average of demand that occurred in January, February, March, April, and May to predict June's demand. Exponential Smoothing works similarly, but it applies a weight to the most recent period called the smoothing factor or constant.

REVENUE FORECASTING CONT'D

For example, in the illustrative chart below for Half-Cent Sales Tax, it is possible to evaluate trend lines for the actual data set, the moving average, and the exponential smoothing to make reasonable assumptions regarding estimated revenue for the next fiscal year.

At the time of budget development, there are usually approximately six months of actual data available for revenue in the current fiscal year and it is necessary to forecast the remaining six months as well as the twelve months of the next fiscal year.

Revenue projections are made by evaluating the current year-to-date average increase or decrease in revenue and the trend results from the Moving Average and Exponential Smoothing analysis.

In addition to evaluating data sets using these forecasting methods, subjective information and factors are also considered such as economic activity, tourism indicators, construction activity, etc. depending on the unique nature of the individual revenue source.



Revenue Categories

PROPERTY TAXES

Ad Valorem

The FY 2024 budget reflects a Total Combined millage rate for the City of Miami Beach of 6.1481 mills, which represents an increase of 0.0966 mills from the Total Combined millage rate of 6.0515 adopted in FY 2023.

The Total Operating millage rate for FY 2024 remained the same from the Total Operating millage rate adopted in FY 2023 of 5.8155 mills, which is comprised of a General Operating millage rate of 5.6636 mills, a General Fund Capital Renewal and Replacement (CRR) millage of 0.0499 mills, and a General Fund Pay-As-You-Go (PayGo) millage of 0.1020 mills. The Voted Debt Service millage rate increased by 0.0966 mills from 0.2360 to 0.3326 mills based on the required debt service for the first tranche (Series 2019) of the General Obligation (G.O.) Bond Program approved by the voters on November 6, 2018 and the first tranche (Series 2023A&B) of the Arts and Culture G.O. Bond Program approved by the voters on November 8, 2022.

As provided by State Statute, the value of the mill is discounted to 95.0% to account for early payment discounts, delinquencies, etc. This millage rate is expected to generate General Fund property tax revenues of \$252.9 million for citywide use, as well as \$31.0 million and \$1.1 million in property tax revenues for the Miami Beach Redevelopment Agency (RDA) and North Beach Community Redevelopment Agency (CRA), respectively.

The Total Operating millage rate includes 0.0499 mills for the General Fund Capital Renewal & Replacement program. This millage rate is estimated to generate \$2.2 million towards this program in FY 2024.

The Total Operating millage rate also includes 0.1020 mills for the General Fund Pay-As-You-Go program. This dedicated millage rate is estimated to generate approximately \$4.4 million towards this program in FY 2024.

An operating millage of 0.8468 mills is also levied within the Normandy Shores Dependent Taxing District to provide homeowners within the District with security and maintenance services and repairs. This millage is expected to generate approximately \$316,000 for these services that total \$316,000 in FY 2024.

OTHER TAXES

Electricity

Electricity franchise taxes are derived from the proceeds of a franchise agreement granted to Florida Power & Light Company (FPL) to construct, maintain, and operate all necessary equipment within the corporate limits of the City of Miami Beach. Electricity utility taxes are derived from the levy and imposition by the City of an excise tax on the purchase of electricity within the City. These taxes are collected and remitted by FPL.

Gas

Gas franchise fees are derived from a franchise granted to People's Gas Company to erect, install, extend, maintain, and operate all the necessary equipment within the corporate limits of the City for the purpose of transporting, distributing and selling manufactured or natural gas in the City. Gas utility tax is derived from the levy and imposition by the City of an excise tax on the purchase of metered or bottled gas within the City.

Cable TV

The Communications Services Tax (CST) was enacted to restructure taxes on telecommunications, cable, direct-to-home satellite, and related services that existed prior to October 1, 2001. Previously, a city could impose franchise fees on telephone and cable television within its boundaries. The funds are collected by the State of Florida and distributed to the City using the same population-based formula used for local option sales taxes.

Telephone

Telephone utility taxes are derived from the levy and imposition by the City of an excise tax on the purchase of telecommunication service within the City. The tax is collected and remitted by the seller.

LICENSES AND PERMITS

Business Tax Receipts

Business tax receipts for the City represent taxes charged for licenses for the privilege of doing business as authorized by State Statute. Business tax receipts from the County represent fees charged by the County, exclusive of the cost of collection and any credit given, apportioned between unincorporated areas of the county and the incorporated municipalities located therein by a ratio derived by dividing their respective populations by that of the county.

Planning Training Surcharge

These fees represent revenues brought into the General Fund from the Planning Training and Technology Fund to cover eligible expenditures in the Planning Department.

Fire Training Surcharge

These fees represent revenues brought into the General Fund from the Fire Training and Technology Fund to cover eligible expenditures in the Fire Department.

Public Works Training Surcharge

These fees represent revenues brought into the General Fund from the Public Works Training and Technology Fund to cover eligible expenditures in the Public Works Department.

Elevator Inspection

Fees are derived from periodic inspection and witnessing elevator permits for new construction and repairs for buildings located in Miami Beach. In addition, all elevator companies must register and pay an annual fee.

Fire Plan Review

Fees in this area are charged by the Fire Department for the review of building plans related to fire safety regulations. Fees include acceptance testing for alarms, sprinklers, etc.

Plans Review-Planning

These are fees charged by the Planning Department for the review of building plans to ensure compliance with City code.

Garage Sale Permits

The Finance Department collects a fee for authorization to conduct no more than two garage sales per year at single-family and multi-family residences.

Marine

Revenues are derived from fees charged for permits issued for new marine structures and/or additions, alterations, and repairs to marine structures.

Outdoor Dining Concessions

Outdoor dining concession revenues, formerly referred to as Sidewalk Cafe fees, are derived from the issuance of permits for restaurants to place tables and chairs on the sidewalk adjacent to their locations and are based on the square footage of right-of-way being used.

Public Works Fees – Building Permit

These fees are charged by the Public Works Department on construction and renovation projects within the City in conformance with the South Florida Building Code.

Work in the ROW Permits

The Public Works Department collects fees for closure of streets or other public rights-of-way during construction projects or major repairs.

Special Events

Fees are derived by the Tourism and Culture Department from the application and permit fees established to off-set the City's costs for processing applications for special events.

INTERGOVERNMENTAL REVENUES

Sales Tax Proceeds

Revenues are derived from the City's portion of the Sales Tax fees collected by the State on all sales. The amount distributed is determined by a factor calculated using data that includes the City's population as well as the amount of sales tax collected within the municipality.

Local Option Gas Taxes

Through an interlocal agreement with Miami-Dade County; the City receives a portion of an additional tax on every gallon of motor fuel and special fuels sold within the County. The 3 cent gas tax, which was previously included in the General Fund, is now being accounted for in a separate special revenue account, in order to provide more discreet accountability.

Alcoholic Beverage Licenses

Fees represent the City's share of the eligible alcoholic beverage license fees collected by the State of Florida within the City of Miami Beach.

Local Govt. ½ Cent

Revenues are derived from an allocation of sales taxes earmarked by the State for distribution to the counties and municipalities. The amount is determined by a formula based on the City's population.

Firefighters Supplemental

These revenues are an appropriation from the State Insurance Commissioner's Regulatory Trust Fund to provide monetary compensation to Firefighters with a Bachelor or Associate degree that is not required for the position held.

CHARGES FOR SERVICE

Photocopies, Passport Application, and Microfilm Building Fees These are various miscellaneous fees charged for making photo or microfilm copies and the processing of passport applications.

Concurrency Statement Fees

These are varying administrative fees charged for issuance of the various concurrency statements that are required from prospective applicants for any development, redevelopment, change of use, or intensification of use projects.

Fire Rescue

The Fire Department charges a fee to users of a City Fire Rescue Unit for emergency transportation to the nearest appropriate medical facility or trauma center. Any changes to fees must be submitted to Miami-Dade County.

Off Duty Fire and Police Administration

Revenues in this category are generated as a result of fees paid by private entities employing off-duty police officers or firefighters. A fuel surcharge for vehicles used for off-duty police work is included in the fee.

Hazardous Materials

These are Fire Department fees associated with planned inspections and licensing of properties that store hazardous materials on premises.

CULTURE AND RECREATION

Recreation Facility and Programming Fees

Fees in this category are charged to users of the various programs and facilities offered by the Parks and Recreation Department.

Miami Beach Golf Club

Fees in this category are charged to resident and non-resident users of the Miami Beach Golf Club. The projected budget is based on prior year trends.

Normandy Shores Golf Club

Fees in this category are charged to resident and non-resident users of the Normandy Shores Golf Course. The projected budget is based on prior year trends.

FINES AND FORFEITS

Traffic and Parking

Revenues are derived from traffic and parking citations issued by the Police Department and paid to Miami-Dade County Traffic Violations Bureau for various traffic violations that occur within the City's corporate limits.

Cost Recovery - Police

The Police Department will be charging fees, where appropriate, to offset expenses incurred by the department in the rendering of certain services.

Fire and Other City Code Violations

Revenues are derived from citations issued for violating various City codes.

INTEREST EARNINGS

Interest Earnings

Estimated revenue remains conservative, considering the slow stabilization in market rates anticipated for our investments as long term investments with higher rates mature and have to be reinvested at lower rates.

RENTS AND LEASES

Air Rights

Revenues in this area represent payment under lease agreements with Senior Citizens Housing Development Corporation of Miami Beach for air rights over City-owned parking lots at 6th Street & Collins Avenue as well as 11th Street & Collins Avenue.

Byron Carlyle Theatre

Revenues are pursuant to an agreement with O'Cinema for the management of the Byron Carlyle Theater.

Colony Theater

Revenues are derived from the rental of the City owned theater.

Colony Theater Café

Revenues are generated from a café agreement at the Colony Theater.

Live Nation TOPA

Revenues are pursuant to an agreement with Live Nation for the management of the Jackie Gleason Theater of the Performing Arts.

Bus Shelters

Revenues are as a result of lease agreements for the construction, maintenance, and advertisement within bus shelters throughout the City. These revenues are now collected by the Transportation Fund.

S. Pt. Park Restaurant

Revenues are pursuant to a lease agreement with the Smith & Wollensky Miami Beach Steakhouse Restaurant located at South Pointe Park.

Lincoln Place Agreements

Revenues are pursuant to a lease agreement for private operation of a City-owned parking garage serving the Lincoln Road District.

RENTS AND LEASES CONT'D

Historic City Hall and Building

Historic City Hall Revenues are pursuant to lease agreements at two City-owned offices.

777 Building

Revenues are pursuant to lease agreements for multiple retail and office spaces.

Penrod's Pier Park Restaurant

Revenues are pursuant to a lease agreement with the Penrod's for a restaurant and concession at Pier Park in South Beach.

Ballet Valet Ramp

This revenue is pursuant to a development agreement with Ballet Valet Inc. for use of City-owned parking spaces within the 7th Street Parking Garage.

Marina Rent

Payments are pursuant to an agreement that provides the higher of a minimum guaranteed rent or a percentage of gross receipts for the marina located at 3rd Street and Alton Road.

Seawall and Out-lots

Revenues are derived pursuant to lease payments for use of the westerly 27.7 feet adjacent to the seawall on Indian Creek directly across from the municipal parking area at 46th Street and Collins Avenue.

Rental City Property Other Funds

These revenues are pursuant to miscellaneous rental payments of various City-owned properties throughout the year.

MISCELLANEOUS

Cost Allocations

This revenue is derived from charges to capital projects to reimburse the General Fund for CIP Department's expenditures.

Cost Allocations G.O. Bond Programs

This revenue is derived from charges to capital projects to reimburse the General Fund for G.O. Bond Program management expenditures.

City Center RDA and North Beach CRA Mgmt. Fees

Management fees charged to the City Center RDA and North Beach CRA for support functions provided by departments such as the City Manager's Office, the City Attorney's Office, Finance, the Office of Management and Budget, Procurement, etc.

Concessions

This category represents payments under concession agreements for various beachside concession stands throughout the City.

Road Impact Fee Reimbursement

Revenues are as a result of an agreement with the Miami-Dade County Roadway Impact Fee Ordinance which provides for the City to retain a percentage of fees collected for administrative costs.

Hurricane Reimbursement

Revenues in this category represent Federal Emergency Management Agency (FEMA) reimbursement for eligible hurricane-related expenses incurred by the City.

Sale of City Property

Receipts in this account reflect net proceeds from the sale of General Fund assets.

RENTS AND LEASES CONT'D

Planning Application Fees

These are fees charged by the Planning Department for the receipt and processing of requests to modify, rehabilitate, or construct buildings in the City. The Planning Department serves as staff to the City's Planning Board, Board of Adjustment, Historic Preservation Board, and Single-Family Residential Review Panel. Depending on the scope of the project, new development is required to receive approval from one or more of these Boards. The Planning Department processes the applications, reviews and prepares recommendations to all of the above Boards. Fees are assessed for the various Planning applications according to a fee schedule contained within the City Code.

Communication Advertising

Revenues are derived from fees charged for advertising in City publications.

Promotional Distribution Fee

Revenues derived from a fee which became effective October 1, 2008 and requires commercial entities who distribute promotional products on city rights-of-way to pay a fee to obtain a permit. The City has found that this creates a problem for sanitation, specifically when it occurs on the beach.

Design Review Fee

The Planning Department serves as staff to the City's Design Review Board. This revenue represents an application of special fee paid upon the submission of an application to the Planning Department to defray administrative processing costs.

Lien Letter

Revenues derived from fees charged for the City to issue an official document detailing any liens or other amounts due to the City for a specific property. It is usually necessary for a property sale closing or refinancing.

FOP Car User Fee

Revenue derived from a user fee charged to Fraternal Order of Police (FOP) members for the use of a City-owned take-home car.

All Other

This category represents miscellaneous revenues received by the City which are non-recurring or that do not pertain to existing specific categories.

Management Fees to Various Funds

Management fees charged to Enterprise and Special Revenue Funds for support functions provided by departments such as the City Manager's Office, the City Attorney's Office, Finance, the Office Management and Budget, Procurement, etc.

Resort Tax

Resort Tax transfer of approximately \$45.4 million to the General Fund from the 2% Resort Tax Fund to support citywide tourism related expenditures such as: Ocean Rescue, Police, Fire, Code Compliance, Tourism and Culture, Economic Development, Memorial Day, and other special event costs and high impact periods. During FY 2023, a study was completed by an outside consultant based on FY 2022 to determine the cost of these activities in the General Fund. The study estimated approximately \$172.3 million in tourism-related expenditures in FY 2022.

GENERAL OBLIGATION DEBT SERVICE FUND

Ad Valorem Taxes

Required principal and interest payments and other costs of \$16,295,000 require the levy of a debt service millage rate of 0.3326 mills, which is an increase of 0.0966 mills from the adopted FY 2023 millage of 0.2360 based on the outstanding debt service of the first tranche (Series 2019) of bonds issued for the G.O. Bond Program approved by the voters in 2018 and the first tranche (Series 2023A&B) of bonds issued for the Arts and Culture G.O. Bond Program approved by the voters in 2022. As provided by State Statute, the value of the mill is discounted at 95.0% to account for early payment discounts, delinquencies, etc.



Millage And Taxable Value

The Miami-Dade County Property Appraiser determined that as of January 1, 2023, the certified taxable value for real and personal property within the City of Miami Beach was \$51.5 billion. This amount includes net new additions to the tax roll of \$213.9 million.

The table below illustrates the taxable values for the previous four years, as well as the Certification for 2023.

Initial Certified Taxable Values	FY 2020 Actuals	FY 2021 Actuals		FY 2022 Actuals	FY 2023 Adopted	FY 2024 Proposed
Existing Values New Construction	\$ 39,796,383,821 302,508,638	\$ 40,429,722,472 1,313,276,514	\$	41,651,084,940 215,589,854	\$ 45,828,304,965 716,389,105.00	\$ 51,346,874,323 213,897,907.00
Certified Taxable Value	\$ 40,098,892,459	\$ 41,742,998,986	\$	41,866,674,794	\$ 46,544,694,070	\$ 51,560,772,230
Value of 1 Mill	\$ 40,098,892	\$ 41,742,999	\$	41,866,675	\$ 46,544,694	\$ 51,560,772
Adopted Tax Rate General Operating (See Note 1)	5.7288	5.7288		5.7626	5.8155	5.8155
Debt Service	0.2933	0.3227		0.2889	0.2360	0.3326
Total Millage	 6.0221	6.0515		6.0515	6.0515	6.1481
Tax Collection at 100%	\$ 241,479,540	\$ 252,607,758	\$	253,356,183	\$ 281,665,216	\$ 317,000,784
Budgeted 95% Value of 1 Mill (See Note 2)	\$ 38,093,948	\$ 39,655,849	\$	39,773,341	\$ 44,217,459	\$ 48,982,734
Budgeted Tax Collection General Operating Debt Service	\$ 218,232,608 11,172,955	\$ 227,180,428 12,796,942		229,197,855 11,490,518	\$ 257,146,635 10,435,320	\$ 284,859,087 16,291,657
Total Budgeted Levy	\$ 229,405,563	\$ 239,977,370	\$	240,688,373	\$ 267,581,955	\$ 301,150,745
Equalization Adjustments	\$ (788,392,433)	\$ (1,148,847,140)	\$	(778,757,020)	\$ (768,692,535)	
Revised Value	\$ 39,310,500,026	\$ 40,594,151,846	\$	41,087,917,774	\$ 45,776,001,535	(see Note 3)
Percentage Change From: Initial to Revised Value Prior Year Revised Value	-2.0% 2.9%	-2.8% 3.3%		-1.9% 1.2%	-1.7% 11.4%	
Actual Tax Collection (see Note 4)	\$ 231,053,180	\$ 239,183,020	\$	241,384,102		
% of Original 100% Levy	 95.7%	 94.7%		95.3%		

Notes:

¹⁾ Comparative Tax Rates and Levies are for general operating and debt service purposes only and do not reflect the Normandy Shores Dependent Taxing District. Its FY 2024 tax rate is 0.8468 mills, with a levy of \$316,000.

²⁾ The millage values have been discounted at 95% for early discounts, delinquencies, etc.

³⁾ The final values for 2023 will be determined after equalization adjustments.

⁴⁾ Reflects actual collections during the fiscal year and includes funds received for prior year tax levies.



PROPOSED MILLAGE RATES

Millage	Municipalities or County Areas	City/ Unincorperated Millages			School Millages			Regional Millages				County Wide Millages				Other	Total Millage	Total Millage
Code	County Areas	City / UMSA Millage	Debt Service	Misc. Millage	Operating Millage	Voted Operating	Debt Service	So Fla Wtr Mgnt	Evr Proj	Okeech. Basin	FIND	County Millage	Debt Service	Fire & Rescue	Library	Children's Trust	2023	2022
0100	Miami	7.5539	0.3235		5.5660	1.0000	0.1330	0.0948	0.0327	0.1026	0.0288	4.5740	0.4355		0.2812	0.5000	20.6260	20.6152
0101	Miami (DDA)	7.5539	0.3235	0.4681	5.5660	1.0000	0.1330	0.0948	0.0327	0.1026	0.0288	4.5740	0.4355		0.2812	0.5000	21.0941	21.0833
0200	Miami Beach	5.8155	0.3326		5.5660	1.0000	0.1330	0.0948	0.0327	0.1026	0.0288	4.5740	0.4355		0.2812	0.5000	18.8967	18.7893
0201	Miami Beach	5.8155	0.3326	0.8468	5.5660	1.0000	0.1330	0.0948	0.0327	0.1026	0.0288	4.5740	0.4355		0.2812	0.5000	19.7435	19.7610
0300	Coral Gables	5.5590			5.5660	1.0000	0.1330	0.0948	0.0327	0.1026	0.0288	4.5740	0.4355		0.2812	0.5000	18.3076	18.2968
0400	Hialeah	6.3018			5.5660	1.0000	0.1330	0.0948	0.0327	0.1026	0.0288	4.5740	0.4355			0.5000	18.7692	18.7584
0500	Miami Springs	6.9900			5.5660	1.0000	0.1330	0.0948	0.0327	0.1026	0.0288	4.5740	0.4355	2.3965	0.2812	0.5000	22.1351	22.0443
0600	North Miami	7.4000			5.5660	1.0000	0.1330	0.0948	0.0327	0.1026	0.0288	4.5740	0.4355	2.3965		0.5000	22.2639	22.2531
0700	North Miami Beach	6.1000	0.4111		5.5660	1.0000	0.1330	0.0948	0.0327	0.1026	0.0288	4.5740	0.4355	2.3965		0.5000	21.3750	21.4274
0701	North Miami Beach		0.4111		5.5660	1.0000	0.1330	0.0948	0.0327	0.1026	0.0288	4.5740	0.4355	2.3965		0.5000	15.2750	15.3274
0800	Opa-Locka	9.3500			5.5660	1.0000	0.1330	0.0948	0.0327	0.1026	0.0288	4.5740	0.4355	2.3965	0.2812	0.5000	24.4951	24.4843
0900	South Miami	3.9999			5.5660	1.0000	0.1330	0.0948	0.0327	0.1026	0.0288	4.5740	0.4355	2.3965	0.2812	0.5000	19.1450	19.1342
1000	Homestead	6.1434	0.3075		5.5660	1.0000	0.1330	0.0948	0.0327	0.1026	0.0288	4.5740	0.4355	2.3965		0.5000	21.3148	21.3515
1100	Miami Shores	7.8000	0.1601		5.5660	1.0000	0.1330	0.0948	0.0327	0.1026	0.0288	4.5740	0.4355	2.3965		0.5000	22.8240	22.8377
1200	Bal Harbour	1.9654			5.5660	1.0000	0.1330	0.0948	0.0327	0.1026	0.0288	4.5740	0.4355	2.3965		0.5000	16.8293	16.8185
1300	Bay Harbor Island	3.1728			5.5660	1.0000	0.1330	0.0948	0.0327	0.1026	0.0288	4.5740	0.4355	2.3965	0.2812	0.5000	18.3179	18.3071
1400	Surfside	4.1000			5.5660	1.0000	0.1330	0.0948	0.0327	0.1026	0.0288	4.5740	0.4355	2.3965		0.5000	18.9639	19.0531
1500	West Miami	6.2500			5.5660	1.0000	0.1330	0.0948	0.0327	0.1026	0.0288	4.5740	0.4355	2.3965	0.2812	0.5000	21.3951	21.7240
1600	Florida City	6.9299			5.5660	1.0000	0.1330	0.0948	0.0327	0.1026	0.0288	4.5740	0.4355	2.3965	0.2812	0.5000	22.0750	22.0642
1700	Biscayne Park	9.7000			5.5660	1.0000	0.1330	0.0948	0.0327	0.1026	0.0288	4.5740	0.4355	2.3965	0.2812	0.5000	24.8451	24.6343
1800	El Portal	8.3000			5.5660	1.0000	0.1330	0.0948	0.0327	0.1026	0.0288	4.5740	0.4355	2.3965	0.2812	0.5000	23.4451	23.4343
1900	Golden Beach	7.6015	0.7985		5.5660	1.0000	0.1330	0.0948	0.0327	0.1026	0.0288	4.5740	0.4355	2.3965	0.2812	0.5000	23.5451	23.5343
2000	Pinecrest	2.4300			5.5660	1.0000	0.1330	0.0948	0.0327	0.1026	0.0288	4.5740	0.4355	2.3965	0.2812	0.5000	17.5751	17.4843
2100	Indian Creek	6.3000			5.5660	1.0000	0.1330	0.0948	0.0327	0.1026	0.0288	4.5740	0.4355	2.3965	0.2812	0.5000	21.4451	21.4343
2200	Medley	3.0000			5.5660	1.0000	0.1330	0.0948	0.0327	0.1026	0.0288	4.5740	0.4355	2.3965	0.2812	0.5000	18.1451	18.3343
2300	North Bay Village	5.8000	1.2119		5.5660	1.0000	0.1330	0.0948	0.0327	0.1026	0.0288	4.5740	0.4355	2.3965	0.2812	0.5000	22.1570	21.6801
2400	Key Biscayne	3.2600			5.5660	1.0000	0.1330	0.0948	0.0327	0.1026	0.0288	4.5740	0.4355		0.2812	0.5000	16.0086	15.8911
2500	Sweetwater	3.5634			5.5660	1.0000	0.1330	0.0948	0.0327	0.1026	0.0288	4.5740	0.4355	2.3965	0.2812	0.5000	18.7085	18.6977
2600	Virginia Gardens	4.9000			5.5660	1.0000	0.1330	0.0948	0.0327	0.1026	0.0288	4.5740	0.4355	2.3965	0.2812	0.5000	20.0451	19.7343
2700	Hialeah Gardens	5.1613			5.5660	1.0000	0.1330	0.0948	0.0327	0.1026	0.0288	4.5740	0.4355	2.3965	0.2812	0.5000	20.3064	20.2956
2800	Aventura	1.7261			5.5660	1.0000	0.1330	0.0948	0.0327	0.1026	0.0288	4.5740	0.4355	2.3965	0.2812	0.5000	16.8712	16.8604
3000	Uninc. County	1.9090			5.5660	1.0000	0.1330	0.0948	0.0327	0.1026	0.0288	4.5740	0.4355	2.3965	0.2812	0.5000	17.0541	17.0433
3100	Sunny Isles	2.0000			5.5660	1.0000	0.1330	0.0948	0.0327	0.1026	0.0288	4.5740	0.4355	2.3965	0.2812	0.5000	17.1451	17.1343
3200	Miami Lakes	2.0732			5.5660	1.0000	0.1330	0.0948	0.0327	0.1026	0.0288	4.5740	0.4355	2.3965	0.2812	0.5000	17.2183	17.4007
3300	Palmetto Bay	2.3500			5.5660	1.0000	0.1330	0.0948	0.0327	0.1026	0.0288	4.5740	0.4355	2.3965	0.2812	0.5000	1 <i>7</i> .4951	17.4843
3400	Miami Gardens	6.9363	0.5284		5.5660	1.0000	0.1330	0.0948	0.0327	0.1026	0.0288	4.5740	0.4355	2.3965	0.2812	0.5000	22.6098	22.6776
3500	Doral	1.7166	0.4810		5.5660	1.0000	0.1330	0.0948	0.0327	0.1026	0.0288	4.5740	0.4355	2.3965	0.2812	0.5000	17.3427	17.3319
3600	Cutler Bay	2.8419			5.5660	1.0000	0.1330	0.0948	0.0327	0.1026	0.0288	4.5740	0.4355	2.3965	0.2812	0.5000	17.9870	17.9675



Capital Budget & Capital Improvement Plan

CAPITAL BUDGET

The City's annual Capital Budget contains capital project commitments to be appropriated for Fiscal Year (FY) 2024. Preparation of the Capital Budget occurred simultaneously with the development of the FY 2024 – 2028 Capital Improvement Plan (CIP) and FY 2024 Operating Budget. The Capital Budget represents the budgets for both current and new capital projects necessary to improve, enhance, and maintain public facilities and infrastructure to meet the service demands of residents and visitors to the City of Miami Beach. Capital reserves, debt service payments, and capital purchases found in the Operating Budget are not included in this budget. The Capital Budget for FY 2024 appropriates funding for projects that will require commitment of funds during the fiscal year.

The CIP is an official statement of public policy regarding the City's long-range physical development, which specifies and describes the capital project schedules and priorities for the five years immediately following the City Commission's adoption. The first year of the plan provides the funding to be appropriated in the annual Capital Budget.

The FY 2024 – 2028 CIP of the City of Miami Beach will be the five-year plan for public improvements and capital expenditures by the City. A capital improvement is defined as capital or "inkind" expenditure of \$25,000 or more, resulting in the acquisition, improvement, or addition to fixed assets in the form of land, buildings, or improvements more or less permanent in character, and durable equipment with a life expectancy of at least five years.

The five-year CIP for the City totals \$1.1 billion, of which \$113.8 million is proposed to be appropriated in FY 2024. The total for all projects included in the comprehensive capital plan is \$2.9 billion, which also includes \$1.8 billion in appropriations for ongoing projects through FY 2023.

Projects will address many needs across different areas of the City including neighborhood enhancements such as landscaping and sidewalk restoration; traffic calming; roadway and bridge resurfacing and reconstruction; water, sewer, and drainage system improvements; park construction, renovations, and upgrades; renovation of seawalls; parking lot and garage renovations; and construction/renovations of public facilities. A detailed listing of all capital projects is provided in the Proposed FY 2024 – 2028 CIP and FY 2024 Capital Budget document. The Capital Budget for FY 2024 will be appropriated on October 1, 2023.

BACKGROUND

On July 21, 1999, the City Commission approved the CIP for the City and the Redevelopment Agency (RDA). Since that time, the City has issued additional General Obligation (G.O.) Bonds pursuant to referendum; Water and Sewer Revenue Bonds; Storm Water Revenue Bonds; Resort Tax Revenue, Parking Revenue, RDA Tax Increment Revenue and Revenue Refunding Bonds; and utilized an Equipment Loan. In addition, beginning in FY 2006, the City committed to funding a Pay-As-You-Go component of the Capital Budget funded from General Fund revenues, as well as committing to using 1% Resort Tax Quality of Life funds in North, Middle, and South Beach for capital projects. In 2005, through a series of workshops with the Mayor and Commission of the City of Miami Beach, previously approved appropriations were reviewed to ensure that projects scheduled to begin construction in the next few years were fully funded, appropriating funds from other projects scheduled to begin in later years, and providing for those to be replaced from future financing sources. These changes were reflected in the FY 2006 - 2010 Capital Budget and CIP for the City and the RDA, which was approved by the City Commission on September 21, 2005.

In the Spring of 2006, the City created a Capital Budget Process Committee with the responsibility of reviewing and prioritizing new capital projects that would be funded in a given fiscal year and for recommendation of funding allocations from authorized sources for the prioritized projects. The Committee developed and implemented a structured committee-based process for the development of the CIP and Budget, including review criteria that projects must meet to be considered for funding. This process was reviewed and refined annually by the Committee.



The flowchart below provides an overview of the Capital Budget process and timelines.

February

 Departments identify projects for closing/updating and submits new project requests

September

•Capital Budget adopted at Second Public Hearting

March to May

 Capital Prioritization and development of draft Capital Budget

July/August

City Manager develops
 Proposed Capital Budget

June

 Commission review of draft Capital Budget

BACKGROUND CONT'D

Based on the direction received from the Finance and Economic Resiliency Committee (formerly referred to as the Finance and Citywide Projects Committee) in February 2008, the process was modified to allow for early input to the prioritization process by the City Commission. Under the new process, a preliminary list of unfunded projects is presented to the Finance and Economic Resiliency Committee, providing the opportunity for input and prioritization. This is consistent with the process for City Commission input regarding operating budget priorities, and the format used would be similar to that used to seek guidance on operating budget priorities in prior years. This revised process allows early input by the City Commission regarding priorities for funding, subject to availability.

Construction management for the CIP is primarily provided by the CIP Office. This office is designed to consolidate the City's capital construction effort into a single entity and is tasked with constructing the City's funded capital improvements in a timely manner. Projects within neighborhood areas are combined to create a single project that addresses the neighborhood needs for infrastructure upgrades, traffic flow, enhancements, etc. This comprehensive approach minimizes disruptions and generates costs savings. To foster this on-going implementation effort, the City has entered into agreements with various firms for program management, architectural, engineering, and other relevant professional services, as well as awarding contracts for construction.

In addition, several other departments provide management of some specialized projects. For example, Public Works provides construction management for some utility projects; Environment and Sustainability provides management for some environmental projects; and Parks and Recreation provides management of some park-related projects.

BACKGROUND CONT'D

On November 6, 2018, the City of Miami Beach voters approved the issuance of a \$439 million G.O. Bond to fund a total of 57 capital projects citywide, ranging from vertical construction, roadwork, park constructions and renovations, technology implementation, renewals and repairs, and underground infrastructure work. In order to ensure that these projects are completed within reasonable timeframe, within budget, on a coordinated basis (including coordination with non-G.O. Bond projects and projects by other jurisdictions), through the incorporation of resiliency and best practices, and with effective communication to all impacted stakeholders, the G.O. Bond Program Management division of the City Manager's Office is spearheading the implementation of these projects. Additional information regarding the implementation of the 2018 G.O. Bond program is available at www.gombinfo.com

On November 8, 2022, the voters of the City of Miami Beach approved the issuance of a not to exceed amount of \$159,000,000 in Arts & Culture General Obligation Bonds (GOB) for improving facilities for resiliency of arts and cultural institutions throughout the City, including museums, performance venues, artistic playgrounds, senior/cultural centers, botanical garden, aquatic sculpture park, and related artist/workforce housing (21 projects in total). At the March 31, 2023 Finance and Economic Resiliency Committee (FERC) meeting, the Committee heard input from staff and various grantees. The Committee approved a recommendation for the Arts & Culture GOB Tranche 1 of \$101,700,000. At the June 28, 2023 Commission meeting, the Commission approved the issuance of Tranche 1 not to exceed the amount approved by the FERC. Tranche 1 includes both tax-exempt Series 2023A (Fund 394) and taxable Series 2023B (Fund 395) debt. Appropriation of the funds for Tranche 1 was approved at the July 26, 2023 City Commission meeting.

For more information, go to www.gombinfo.com

PURPOSE AND BENEFIT

The CIP is a five-year funding schedule, which is updated annually to add new projects, re-evaluate program and project priorities, and revise recommendations while also considering new requirements and new sources of funding. The annual capital programming process provides the following benefits:

- Serves as a source of information about the City's physical development and capital expenditures to the citizens, City Commission and administration, private investors, funding agencies, and financial institutions
- Provides a mechanism that applies uniformity and consistency in the evaluation of projects and assists in the establishment of priorities
- Provides for coordination among projects with respect to funding, location, and time

The CIP is developed in accordance with the City's stated plans, goals, and objectives and provides for the proper physical and financial coordination of projects. Private sector development initiatives that provide/require modifications to certain infrastructure are properly coordinated with City projects to achieve compatibility and the greatest benefit.

LEGAL AUTHORITY

Legal requirements for preparing the City of Miami Beach's CIP are set forth in Miami-Dade County Code (Section 2-11.7—2-11.11), and the Florida Statutes. House Bill 2377, passed during the 2000 Regular Session of the Florida Legislature, requires the thorough revision of the CIP as a basis of policy and budget initiatives.

RELATIONSHIP OF THE CIP TO THE COMPREHENSIVE PLAN

The City of Miami Beach's Comprehensive Plan contains a Capital Improvement Element (CIE) which describes major City public facility improvements recommended in various elements of the Comprehensive Plan for implementation during the five years following adoption of the Comprehensive Plan. The CIE also demonstrates the ability to fund those improvements. The projects listed are intended to address existing "deficiencies," achieve facility "replacement," or contribute to the general "improvement of Miami Beach." The information in the CIE of the City's Comprehensive Plan is based on the CIP.

PROCESS AND PREPARATION OF THE CIP AND CAPITAL BUDGET

The City's CIP and Capital Budget development process begins in the winter when all departments are asked to prepare their own CIP containing information on the department's ongoing and capital projects. Individual departments submit requests to the Office of Management and Budget (OMB) identifying funding sources and requesting commitment of funds for their respective projects.

The City's management team reviews the proposed projects according to the City's strategic priorities, based on the Review Criteria described below. In addition, the review considers conformance with the City's Comprehensive Plan and other plans for specific areas, and linkages with other projects for combined impact, the availability and source of funding, project impact for maximum benefits to the citizens of the City, and the length of time that a project will benefit the City.

The proposed document is then reviewed by the City Manager, and upon approval, is submitted to the Finance and Economic Resiliency Committee for review and, subsequently, to the City Commission and Redevelopment Agency Board for final approval and adoption.

REVIEW CRITERIA

All projects submitted for inclusion in the City's CIP are reviewed on the basis of relative need, benefit, and cost. In addition, several guiding policies direct the determination of the content, scheduling, and funding of the CIP. These policies are as follows:

- 1. Meet the City's strategic priorities
- 2. Maximize return on investment in consideration of financial limitations and budget constraints so as to:
 - Preserve prior investments where possible
 - Reduce operating costs
 - Maximize use of outside funding sources to leverage the City's investment
 - Maximize cost effective service delivery
- 3. Improve and enhance the existing network of City service levels and facilities
- 4. Implement adopted plans
- Demonstrate coordination and compatibility with other capital projects and other public and private efforts

CAPITAL BUDGET PROCESS REVIEW

There are three major steps of the Capital Budget review process that staff undertakes each year:

- Existing projects are reviewed to identify areas where funding previously programmed in the CIP for the upcoming year, as well as future years of the plan, need to be revised due to changes in cost, scope, etc.
- Projects that have been in the conceptual planning stage are reviewed to determine whether they are sufficiently far enough along to warrant incorporating them in the adopted capital budget and CIP for the upcoming year
- 3. Funding for new projects are submitted and reviewed by an in-house Committee comprised of City staff

Capital funding priorities were discussed at the Finance and Economic Resiliency Committee Budget Briefings held on June 29, 2023 and July 21, 2023. The City Manager, Deputy City Manager, Assistant City Managers, the CIP Office Director, other Department Directors, and other City staff were available to discuss specific projects and respond to the Committee's questions.

SOURCES OF FUNDS

The success of any CIP depends on the close coordination of the physical plan with a financial plan. Projects may be financed through a "Pay-As-You-Go" capital component based on transfers from the General Fund, although these are often challenging to fund as they must compete with recurring operating requirements.

For this reason, the City has a financial goal of funding at least 5 percent of the General Fund operating budget as transfers for capital projects (Pay-As-You-Go, Capital Reserve, Capital Renewal and Replacement, Information and Communication Technology, etc.) and capital projects contingency. The purpose of this goal is multi-faceted:

- To provide flexibility in the operating budget that would allow the budget to be reduced without impacting services during difficult economic times
- 2. To ensure that the City funds needed upkeep on our General Fund facilities, and right-of-way landscaping, lighting, etc.
- To provide a mechanism to address additional scope of small new projects prioritized by the community and the City Commission instead of having to delay these for a larger General Obligation Bond issue
- 4. To provide contingency funding so that projects where bids were higher than budgeted did not have to be delayed, especially during a heated construction market where delays often lead to further increases in costs

SOURCES OF FUNDS CONT'D

Additional means of financing of capital projects include the following:

- Borrowing money through the sale of bonds authorized by voters – General Obligation Bonds. General Obligation Debt (G.O. Debt) is the debt service funding required for voterapproved bonds issued with the belief that a municipality will be able to repay its debt obligation through taxation or revenue from projects. No assets are used as collateral. Funds in this category include:
 - Gulf Breeze Bond Funds Other (Loan Pool)
 - RCP 15M Bond 1996 Parks, Recreation and Culture GO Bond
 - 1999 GO Bonds Fire Safety
 - 1999 GO Bonds Neighborhood Improvements
 - 1999 GO Bonds Parks & Beaches
 - 2003 GO Bonds Fire Safety
 - 2003 GO Bonds Neighborhood Improvements
 - 2003 GO Bonds Parks & Beaches
 - 2019 GO Bonds Infrastructure
 - 2019 GO Bonds Parks
 - 2019 GO Bonds Public Safety
 - 2023 GO Bonds Arts & Culture
- Borrowing money through the sale of bonds paid for by pledging a specific revenue stream – Revenue Bonds. Funds in this category include:
 - 1997 Parking System Revenue Bonds
 - 2010 Parking Bonds
 - 2015 Parking Revenue Bonds
 - 2015 RDA Bonds
 - 2015 Resort Tax 1% Bonds
 - Storm Water Bonds 2000
 - Storm Water Bonds 2011
 - Storm Water Bonds 2015
 - Storm Water Bonds 2017
 - Interest on Storm Water Bonds
 - Proposed Future Storm Water Bonds
 - Water and Sewer Bonds 2000
 - Water and Sewer Gulf Breeze Loan 2006 Series
 - Water and Sewer Gulf Breeze Loan 2010 Series
 - Water and Sewer Bonds 2017
 - Interest on Water & Sewer Bonds
 - Proposed Future Water & Sewer Bonds
- Equipment Loans/Leases used to fund capital equipment such as cars, trucks, and heavy equipment

SOURCES OF FUNDS CONT'D

- Federal, State, and County Grant Aid Programs. Funding sources in this category include the following:
 - HUD (Housing and Urban Development) Section 108
 - Miami-Dade County Bond (County GO)
 - Federal Emergency Management Agency (FEMA)
- Special Revenue Funds, which by law, may only be used for specific purposes. Funding sources in this category include the following:
 - The Resort Tax Fund is supported primarily by taxes levied on hotel, motel, rooming house and short term apartment room rents as well as on food and beverages sold at retail in any restaurant, as authorized by State Statute, and is used to fund tourism-eligible expenditures. A specific component of this Fund (the 1% Quality of Life Fund) is used to support tourism-eligible capital projects in north, south and mid-beach that improve the quality of life of the community. The City Commission approved the revision of the allocations during the FY 2019 budget process with an increase in the distribution to Transportation, to help support the cost of the trolley program. Transportation now receives 60% of Quality of Life funds with the remaining 40% being distributed evenly among North Beach, Mid Beach, South Beach, and the Arts.
 - Convention Center 1% Resort Tax used to establish and maintain a capital renewal and replacement fund for improving and maintaining the Convention Center after providing for payment of annual debt service and related obligations
 - Fees in Lieu of Parking
 - Concurrency Mitigation Fund
 - Half-Cent Transit Surtax
 - Local Option Gas Tax
 - Convention Development Tax
 - Information and Communications Technology Funds
 - Art in Public Places Fund
- Enterprise Fund Revenues which are derived from operations that are financed and operated in a manner like private businesses. The criteria used to determine if an operation should be an Enterprise Fund includes: 1) that it generates revenues; 2) that it provides services to the community; and 3) that it operates as a stand-alone entity, without subsidies from taxes etc. The City's Enterprise Fund Departments are: Building, Convention Center, Sanitation, Storm Water, Water, Sewer, and Parking. In some cases, operating funds are advanced of bond sales and are repaid when the bonds are sold. Capital funding sources in this category include the following:

SOURCES OF FUNDS CONT'D

- Water & Sewer Enterprise Fund
- Sanitation Enterprise Fund
- Parking Operations Fund
- Storm Water Enterprise Fund
- Convention Center Fund
- Building Fund
- Internal Service Funds operations are completely offset by revenues received from the General Fund, Enterprise Fund, and Special Revenue Fund Departments. The City's Internal Service Fund Departments are Information Technology, Central Services, Risk Management, Facilities and Fleet Management, Office of the Inspector General, and Medical and Dental.
- Other miscellaneous funding sources include:
 - Capital Projects not Financed by Bonds/Reallocation of Bonds – Other Capital Projects/Capital Replacement Fund – reflecting funding from smaller miscellaneous sources

In addition, the City of Miami Beach Redevelopment Agency is a separate entity whose Chairperson and Board of Directors are also the City's Mayor and City Commission. Capital projects funded by the Redevelopment Agency promote economic development within the City Center Redevelopment District.

Further, revenues associated with the expiration of the South Pointe Redevelopment District (previously part of the Miami Beach Redevelopment Agency) are now used to fund storm water and resliency projects. The South Pointe Redevelopment District was the most successful redevelopment district in the State of Florida. Assessed values increased from \$59 million when the district was established in 1976 to almost \$2.2 billion as of January 1, 2005 when the District sunsetted.

The CIP reflects funding for projects prior to the expiration of the South Pointe Redevelopment District that have not yet been completed within the following funds:

- South Pointe RDA
- City Center RDA Capital Fund
- South Pointe Post RDA CDT
- South Pointe Capital
- RDA Garage Fund

APPROACH TO ADDRESS CAPITAL PROJECT GAPS

The Administration's approach during this year's capital budget development process is to fund all critical renewal and replacement projects, as recommended by the Facilities and Fleet Management department, to fund as many key existing projects with budget gaps, and to allocate matching funds for projects that are eligible for potential grants.

FY 2023 Projected General Fund and Resort Tax Fund Surplus

At the June 29, 2023 Finance and Economic Resiliency Committee (FERC) Budget Briefing, the Committee accepted the Administration's recommendation to transfer \$12,950,819 of prior year available funds from the Resort Tax and General Funds to the PAYGO Fund, in order to fund all critical renewal and replacement projects, several key existing projects with budget gaps, and to allocate matching funds for projects that are eligible for potential grants.

Subsequent to the June 29, 2023 FERC meeting, the Resort Tax FY 2023 projections were further refined based on revenue collections to date. As a result of a slight downward trend in revenues, the FY 2023 projected 2% Resort Tax surplus was reduced by \$860,000 and the 1% Resort Tax projected revenues were reduced by \$359,000.

At the second FERC Budget Briefing, held on July 21, 2023, the FERC accepted the Administration's recommendation to:

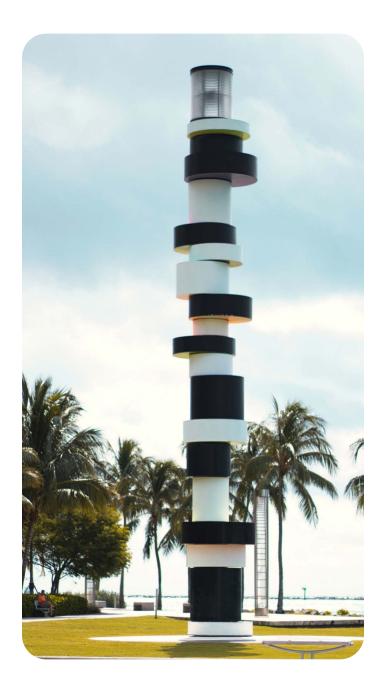
 Offset the \$860,000 reduction in the 2% Resort Tax Fund with an \$860,000 transfer from the FY 2024 projected General Fund surplus in order to maintain the \$12,950,819 transfer to the PAYGO Fund. The transfer to the PAYGO fund is comprised of the following:

Recommended Transfer to PAYGO	\$
Resort Tax Fund FY 2023 Projected Surplus (through the General Fund)	5,808,000
General Fund FY 2023 Projected Surplus	4,980,000
Resort Tax FY 2022 Year-End Surplus (in excess of 6-month Reserve)	1,255,819
Funding Set Aside for Palm View Historic District (in the General Fund Balance - Resolution 99-23396)	47,000
General Fund FY 2024 Projected Surplus	860,000
Total	\$ 12,950,819

 Offset the \$36,000 reduction in South Beach QOL with a \$36,000 transfer from the FY 2024 projected General Fund surplus, as all of the available funds in the South Beach QOL were previously allocated to capital projects

FUNDING RECOMMENDATIONS

The Capital Improvement Plan by Funding Summary includes an overview of available funding by source, as well as funding requests for new and existing projects. The funding recommendations in the proposed FY 2024 Capital Budget includes the City's know capital needs for the next five years.



Capital Improvement Plan

The City's annual Capital Budget contains capital project commitments appropriated for FY 2024. Preparation of the Capital Budget occurred simultaneously with the development of the FY 2024 – 2028 Capital Improvement Plan and FY 2024 Operating Budget. The Capital Budget represents the project budgets for both current and new capital projects necessary to improve, enhance, and maintain public facilities and infrastructure to meet the service demands of residents and visitors to the City of Miami Beach. Capital reserves, debt service payments, and capital purchases found in the Operating Budget are not included in this budget. The Capital Budget for FY 2024 appropriated funding for projects that will require commitment of funds during the fiscal year.

Projects will address many needs across different areas of the City including: neighborhood enhancements such as landscaping and sidewalk restoration; traffic calming; roadway and bridge resurfacing and reconstruction; water, sewer, and drainage system improvements; park construction, renovations, and upgrades; renovation of seawalls; parking lot and garage renovations; and construction/renovations of public facilities.





Overview Of The FY 2024-2028 5-Year Capital Improvement Plan

The CIP has also been updated to include additional funding sources that have become available, changes in project timing, and other adjustments to ongoing projects as they have become better defined, including projects that have been reconfigured, retitled, combined with or separated from other projects, and/or project groupings. These adjustments have no fiscal or cash impact and are as a result of a comprehensive review of the program to ensure that our plan accurately reflects all project budgets, funding sources, and commitments.

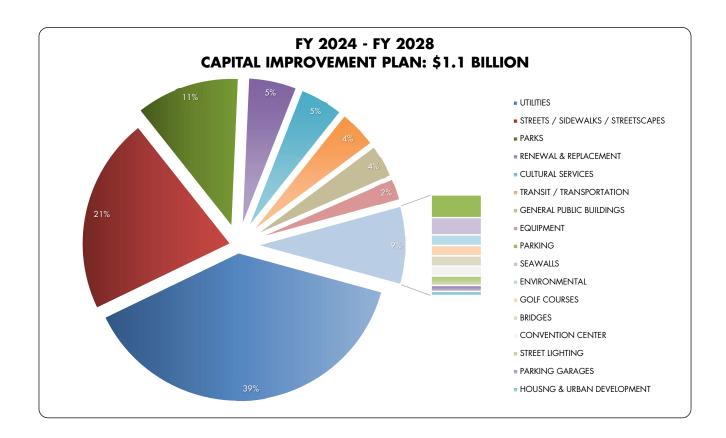
The plan also contains information on appropriations prior to FY 2024 for ongoing/active projects.

The following table shows a summary of the five-year CIP, from FY 2024 to FY 2028, by program area, as well as prior year funding for ongoing projects.

PROGRAM	PRIOR YEARS	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	TOTAL
ART IN PUBLIC PLACES	8,021,131	-	-	-	-	-	8,021,131
BRIDGES	6,880,202	(946,210)	6,200,000	1,500,000	1,800,000	1,200,000	16,633,992
COMMUNITY CENTER	2,500,000	-	-	-	-	-	2,500,000
CONVENTION CENTER	658,244,548	3,774,800	2,692,436	1,145,674	534,639	1,232,865	667,624,962
CULTURAL SERVICES	70,575,000	-	-	53,065,000	-	-	123,640,000
ENVIRONMENTAL	5,337,000	3,270,191	6,700,000	-	-	-	15,307,191
EQUIPMENT	43,411,459	2,842,241	7,540,000	5,762,000	3,128,000	7,123,000	69,806,700
GENERAL PUBLIC BUILDINGS	26,946,424	7,912,600	27,056,844	-	5,290,000	-	67,205,868
GOLF COURSES	767,000	1,090,000	8,790,000	-	-	-	10,647,000
HOUSNG & URBAN DEVELOPMENT	4,000,000	-	-	4,000,000	-	-	8,000,000
MONUMENTS	711,245	-	-	-	-	-	711,245
OTHER CULTURAL/RECREATION	2,920,000	-	-	-	-	-	2,920,000
PARKING	2,757,405	1,379,301	3,866,143	7,508,699	8,777,100	-	24,288,648
PARKING GARAGES	28,997,716	2,531,108	2,004,300	849,500	315,720	-	34,698,344
PARKING LOTS	988,000	300,000	150,000	150,000	-	-	1,588,000
PARKS	226,176,507	1,791,889	108,038,176	6,090,100	1,524,000	10,405,000	354,025,672
RENEWAL & REPLACEMENT	41,157,858	15,899,742	26,050,894	7,176,964	4,236,660	5,960,000	100,482,118
SEAWALLS	35,230,003	1,496,777	5,000,000	-	10,000,000	-	51,726,780
STREETS / SIDEWALKS / STREETSCAPES	401,393,032	22,735,943	210,204,552	880,844	200,000	7,576,500	642,990,871
STREET LIGHTING	8,224,604	400,000	7,300,000	903,233	296,767	· · · · · ·	17,124,604
TRANSIT / TRANSPORTATION	79,116,735	17,954,290	16,777,042	2,292,830	2,801,722	6,528,208	125,470,827
UTILITIES	158,962,061	31,329,530	85,888,212	120,861,201	180,813,608	15,082,783	592,937,395
GRAND TOTAL	1,813,317,930	113,762,202	524,258,599	212,186,045	219,718,216	55,108,356 FY 2024-2028	2,938,351,348 1,125,033,418

Overview Of The FY 2024-2028 5 Year Capital Improvement Plan Cont'd

The graph which follows shows the major project types with funding proposed and programmed in the FY 2024 – FY 2028 CIP. The largest proposed and programmed investments are in utilities (39%), street/sidewalks/streetscapes (21%), and parks (11%).





Project Highlights By Program Area

ART IN PUBLIC PLACES (AiPP)

The Art in Public Places (AiPP) Ordinance (Ordinance No. 95-2985) was adopted in 1995. The Ordinance was created to "enhance the aesthetic environment of the City of Miami Beach by including works of art on public property within the City and in City construction projects." The AiPP Ordinance was amended in May 2004 to clarify the definition of terms for eligible construction projects for funding, as well as the policies and procedures for appropriations. The AiPP Guidelines were also adopted by the City Commission at that time.

The AiPP program is currently funded by 2% of all hard costs of City projects, including new construction, additions, and costs for construction of joint private/public projects. The fund is used for the commission or acquisition of works of art; conservation and maintenance of works of art; research and evaluation of works of art; printing and distribution of related materials; and administration.

The City Commission voted to amend the Art in Public Places Ordinance at the September 11, 2019 Commission meeting (Ordinance 2019-4296). The amendment expanded the definition of "City Construction Project" to include bay walks, beach walks, streetscape beautification projects (resurfacing, curbs, gutters, pavers, sidewalks, landscaping, lighting, bus shelters, bus benches, street furniture, signage and similar above ground improvements); amended the dollar threshold therein from \$500,000 to \$250,000 for the projects subject to the provisions of Art in Public Places; and amended the amount to be appropriated to Art in Public Places from not less than 1.5 percent, to not less than 2 percent.

Prior Years include \$8.0 million in funding for the Miami Beach Convention Center, Fire Station #2, Flamingo Park, Lummus Park, and the Tobias Rehberger Obstinate Lighthouse projects.

BRIDGES

Bridge repair projects are prioritized and funded based upon inspections by the Florida Department of Transportation, which ensures the safety of all bridges statewide. Other factors are also considered when determining the condition of a bridge, such as its load capacity. It is the City's responsibility to ensure that bridges are repaired in order to be safe for the motoring public. Pedestrian bridges are also included in this category, which is the City's responsibility to maintain.

The One-Year FY 2024 Capital Budget funds \$600,000 for Citywide Bridges to inspect, design, and repair bridges that fall below a sufficiency rating of 70 based on Florida Department of Transportation bridge inspection reports. It also defunds \$1,546,210 from the Painting & Lighting of Bridges project which was merged with the 71st Street Bridge Bike Lanes & Enhancements project.

BRIDGES CONT'D

Prior Years include \$4.7 million for Citywide Bridges; \$1.6 million for Painting and Lighting of Bridges in North Beach; \$440,000 for the 41st Street Bridges Repair; and \$180,000 for the 81st Street Pedestrian Bridge.

The unfunded portion of the five-year capital plan includes \$10.7 million for Citywide Bridges

COMMUNITY CENTER

The Recreation Division of the Parks and Recreation department provides citywide recreational, cultural, and educational programs along with supporting activities for all age groups and those with special needs. In addition to recreation, the City also offers a wide selection of facilities for rental, from a park pavilion to an entire youth center.

Prior Years includes \$2,500,000 for an Adaptive Fitness and Recreation Center.

CONVENTION CENTER

The Miami Beach Convention Center (MBCC) has been a significant contributing factor in the economic impact of Miami Beach and the greater Miami-Dade County for more than fifty years. MBCC served as the site where Muhammad Ali (formerly known as Cassius Clay) defeated Sonny Liston for his first Heavyweight Championship of the World in 1964. In 1968, the MBCC hosted the Republican National Convention with more than 20,000 delegates and thereafter, in 1972, the MBCC hosted more than 45,000 delegates during the Republican and Democratic National Conventions.

Originally built in 1957, the MBCC encompassed 108,000 square feet. In 1968, an additional 130,500 square feet of exhibit space was added, with additional support facilities subsequently constructed in 1974. In 1986, as the demand for exhibition space increased, the facility underwent a \$92 million renovation and doubled the size of its footprint. In 1989, a master plan was also developed for the convention center complex, which included over \$50 million in upgrades, including complete renovations of all restrooms, full carpet replacement, and installation of a state-of-the-art telecommunications and networking infrastructure.

CONVENTION CENTER CONT'D

Since the 1989 MBCC renovation, significant changes have taken place in the convention and tradeshow industry. The number of events, attendance, and space needs have increased on an annual basis industry-wide. The economic impact of conventions and tradeshows has also increased over time. Many cities have responded to this industry growth by increasing the size of their convention centers and by adding amenities such as increased meeting space, additional parking, general session space, various technological amenities, and related features in an effort to address industry trends.

Changes in how a competitive hotel package and cultural offerings are viewed by event planners has also led to significant development in areas adjacent to convention centers. In major markets throughout the country, large headquarter hotels have been developed, and efforts to create walkable restaurant/retail environments surrounding convention centers have also been undertaken. The primary objectives of the Master Plan project included improvements to the MBCC and redevelopment of the surrounding area that are supported by market demand and are necessary to facilitate the ability of the MBCC to attract high impact conventions and tradeshows in an increasingly competitive environment.

A report prepared by Convention Sports & Leisure (CSL) commissioned by the Greater Miami Convention and Visitors Bureau (GMCVB) determined that the MBCC serves as the region's convention center given its geographic draw, and no new facility should be planned elsewhere in Miami-Dade County. The report further determined that improvements to the MBCC, including the multi-purpose ballroom, would increase its marketability and attract high-end conventions.

The expansion and renovation of the existing MBCC included an expansion to 1.4 million square feet, the re-orientation of the four exhibit halls, facade modifications, two separate loading docks on opposite ends of the building with 32 dock spaces, site improvements along the canal and roadways, the addition of a Grand Lobby, 1 Grand Ballroom and 4 junior ballrooms, including the rooftop 'Sunset Vista Ballroom', 10,000 square foot production kitchen, 1.61 miles of fiber optic cabling and 480 miles of copper wiring to support IT communications, 84 meeting rooms with free Wi-Fi, and 800 parking spaces located on the roof. The new MBCC re-orients the halls in an East/West direction with the primary access from Convention Center Drive, with Washington Avenue also serving as a secondary means of entry.

CONVENTION CENTER CONT'D

The MBCC project included substantial improvements to the north of the property. An addition was made to the northern portion of the property featuring an enclosed ground floor parking area and a truck loading and delivery area, a multi-story Grand Ballroom, two outdoor patios spaces with views of the beautified 3.8 acres of Collins Canal Park that spans along Collins Canal and features the restored historic Carl Fisher Clubhouse. This addition created a new internalized loading area and includes two helix ramping entrance accesses to the roof level parking. The Washington Avenue elevation is now predominately pedestrian in nature with visitor drop-off and cab cueing areas. The streetscape modifications include a green edge along the avenue with native shade trees to promote a more pedestrian friendly experience.

Convention Center Drive is now the main access point for vehicular access and for the visitor and shared ride drop-off areas. Modifications included a new median along Convention Center.

Drive and 19th Street creating a more sophisticated streetscape and a more celebrated boulevard experience. The Collins Canal Park walk has been substantially improved and creates a softer northern edge to the MBCC, with a continued path starting at the Holocaust Memorial, continuing through the Botanical Gardens, into Collins Canal Park and ending at the Bass Museum and Collins Park to connect multiple green spaces across multiple city blocks.

The project also included sizable Art in Public Places installations including pieces by six internationally recognized artists such as Ellen Harvey, Sarah Morris and Joseph Kosuth, with a budget of \$7.1 million, this collection is the largest collection of single curated public art in the United States.

On July 25, 2018, the Mayor and City Commission approved Resolution 2018-30438 which called for a special election, on November 6, 2018, for the purpose of submitting to the electorate of the City of Miami Beach, a ballot question regarding a 99-year lease of a 2.6-acre property to MB Mixed Use Investment, LLC, requiring the construction/operation of an 800-room hotel connected to the Convention Center per Resolution 2018-30425. On November 6, 2018, the citizens of the City of Miami Beach voted to include a MBCC hotel on the property adjacent to the MBCC, located at the northeast corner of 17th Street and Convention Center Drive. The development of the hotel has been approved by the Design Review Board and is currently under development.

In 2019, the City also launched the conversion of the Municipal Parking Lot to the west of the MBCC into a 5-acre park. Named "Pride Park" by the citizens of Miami Beach in November 2019, the reimagined park includes public art – "Bent Pool", a public restroom, and embedded electrical systems to provide for event activations that should mitigate damage to the greenspace and paths. In June 2020, a "Juneteenth" commemorative tree was planted in Pride Park to celebrate the contributions of Miami Beach's Black community.

CONVENTION CENTER CONT'D

Although 2020 events included the Super Bowl NFL Experience in the MBCC, with record-breaking attendance, the impact of the COVID-19 pandemic resulted in the cancellations of the majority of events. Accordingly, the Convention Center was repurposed as a State of Florida Alternate Care Facility until October 2020 and COVID-19 mobile and walk-up testing site continues to occupy Convention Center Drive and the Municipal Parking Lot to the south of the MBCC.

In FY 2019, the City restructured the financial terms with the MBCC Food and Beverage vendor, Centerplate, to provide for the City to receive 95% of the net operating profits of the catering and food and beverage (F&B) operations (after payment of all operating expenses), and (2) extended the term of the City's agreement with Centerplate for an additional two years. In FY 2020, the City issued an RFP for the food and beverage operations of the Carl Fisher Clubhouse with Annex and Centerplate was determined to be the only responsive and responsible proposers. In FY 2021, the Centerplate agreement was further amended to provide for the City to receive a profit sharing distribution of 83% and reduced the management fee to 4%. The amendment also created a coterminus expiration date of September 30, 2026 that includes a force majeure period of approximately eighteen (18) months due to COVID-19. In addition, Centerplate agreed to invest up to \$750,000 in capital improvements designed to increase the Carl Fisher Clubhouse & Annex appearance and operation.

In February 2021, the MBCC resumed hosting events. A total of 17 events were held in FY 2021 including Florida Supercon, the Jewelry International Showcase, and the American Society of Plastic Surgeons Convention. After Art Basel and Design Miami's virtual presentations in FY 2021, both shows returned to in-person presentations in FY 2022 at the MBCC Campus.

With final completion for the MBCC expansion and renovation project anticipated in the near term, the MBCC is scheduled to welcome new and repeat business in FY 2023 and beyond, utilizing all four exhibit halls. The MBCC team is prepared to confront the impact of COVID-19, and has adjusted to new social distancing, safety, sanitation, and security policies and best practices.

As a result, the MBCC received the Global Biorisk Advisory Council (GBAC) gold standard rating. The City, together with MBCC management company OVG360 (formerly Spectra), food and beverage operator Sodexo Live (formerly Centerplate), and the Greater Miami Convention and Visitor Bureau (GMCVB), continue to strategize and explore new avenues to market and sell the MBCC and promote the MBCC as a convention center of choice and best in class. This new direction is an opportunity to reimage the center and explore innovative and creative revenue streams that can augment any reduction and/or increase of tourism activity and resort tax collections.

CONVENTION CENTER CONT'D

In FY 2022, a new five (5) year destination marketing agreement between the GMCVB and the City was finalized to include a base fee to the GMCVB comprised of ten percent of the two percent City Resort Tax, an incentive fee up to \$2,000,000 based on the GMCVB's ability to achieve performance metrics, and a 120-day notice for termination for convenience clause. The new agreement sets the stage for an expanded scope of services that include, but not limited to: MBCC sales, public relations, marketing/branding, research services, reputation management, and more.

The FY 2024 Capital Budget funds \$3,774,800 for various MBCC renovation projects, at the convention center.

Prior Years include \$642.5 million for the Convention Center Renovation; \$10.7 million for the Convention Center Park; and \$4.3 million for the Carl Fisher Clubhouse renovation.

The unfunded portion of the five-year capital plan includes \$5.6 million for various projects within the convention center inclusive of controlled light fixtures and floor repairs/polishing.

CULTURAL SERVICES

The cultural services section of the CIP includes improving facilities for resiliency of arts and cultural institutions throughout the City, including museums and performance venues. These projects are being funded with the 2023 General Obligation (G.O.) Bond for Arts and Culture.

Prior Years include \$12.4 million for the Fillmore Miami Beach (Jackie Gleason Theater); \$12.0 million for the Miami City Ballet; \$10.6 million for the Byron Carlyle Theater; \$10.6 million for the Bass Museum of Art; \$7.7 million for the Collins Park Cultural Center; \$5.7 million for the New World Symphony; \$4.1 million for the Colony Theater; and a total of \$7.5 million for 4 additional cultural institutions.

The future tranche within the five-year capital plan includes \$53.1 million dollars in total comprised of approximately \$20.0 million for the Byron Carlyle; \$16.7 million for the Fillmore Miami Beach; \$9.5 million for the Bass Museum of Art; \$3.5 million for the Wolfsonian; and \$3.4 million for the Colony Theater.

ENVIRONMENTAL

Environmental projects in the CIP cover a range of projects including beach access gates, canal enhancement projects, tidal flooding mitigation, lighting for the Baywalk, recreational greenways, and remediation.

ENVIRONMENTAL CONT'D

The One-Year FY 2024 Capital Budget funds \$2.2 million for the soil remediation at the Miami Beach Golf Club and Bayshore Park and \$1.1 million for the Monument Island restoration.

Prior Years include \$2.7 million for the Middle Beach Recreational Corridor Phase III; \$1.1 million for Maurice Gibb Park soil remediation; \$386,000 for Baywalk Phase 2; \$383,000 for the Miami Beach Mooring Field; \$310,000 for the Baywalk from 10th to 12th Street; \$250,000 in funding for surveying and permitting costs related to the Waterway Restoration G.O. Bond project; \$111,000 for Fleet Management Facility Remediation; and \$30,000 for the Lake Pancoast Mangrove Living Shoreline (formerly known as the Indian Creek Living Shoreline).

The unfunded portion of the five-year capital plan includes \$5.9 million in G.O. Bond funding for the Waterway Restoration project and \$800,000 for solar panels installation at the Fleet Management facility.

EQUIPMENT

The capital equipment section of the CIP includes the purchase of major capital equipment, including property management, fleet, lighting, and information technology equipment related acquisitions.

The One-Year FY 2024 Capital Budget funds \$8.5 million for annual vehicle/equipment replacements, which is offset by \$7.4 million defunded from prior years as alternative fuding sources were used for acquisition of vehicles and equipment, and \$1.7 million for beachwalk bollards citywide.

Prior Years include \$24.7 million for Fleet vehicle/equipment replacements; \$10.4 million for the Public Safety Radio System (G.O. Bond project), and other major projects such as \$1.6 million for License Plate Readers (G.O. Bond project); \$1.5 million for cameras in the Entertainment District (G.O. Bond project); \$903,000 for Cameras on the Beachwalk between 23rd and 46th Streets; \$825,000 for Cameras in the Business District (G.O. Bond project); \$693,219 for Cameras on the Beachwalk (G.O. Bond project); and \$615,000 for new Police Station Generators. An additional 11 miscellaneous projects totaling \$2.3 million were also funded within this program.

The unfunded portion of the five-year capital plan totals \$23.5 million for various projects, primarily related to vehicle and equipment replacement needs.

GENERAL PUBLIC BUILDINGS

The One-Year FY 2024 Capital Budget includes the funding of: \$4.5 million for the Police Headquarters facility; \$2.5 million for Fire Station #1; \$650,000 for the Building's department purchase of North Beach property; and \$312,000 for the North Shore Park Youth Center restrooms.

Prior Years include \$8.3 million for Fire Station #1 (includes G.O. Bond project); \$5.9 million for Collins Park artist workforce housing; \$5.9 million for the Marine Patrol Facility (includes G.O. Bond project); and \$656,000 for renovation of the Greenspace facility; \$1.5 million for equipment and the buildout of the Real-Time Crime Center; \$1.4 million for North Shore Park restrooms; \$1.0 million for the Ocean Rescue NOBE Facility (G.O. Bond project); \$750,000 for the Bayshore Green Waste Facility; \$310,000 for the North Shore Bandshell Rear Canopy; and \$611,199 for 5 miscellaneous projects.

The unfunded portion of the five-year capital plan includes \$5.3 million for creating a Public Works facility at a vacant/unused pump station; \$2.5 million as additional funding for the Fire Station #1 project, also being funded by G.O.B; \$1.2 million as additional funding for the Marine Patrol Dock Improvments project, also being funding by the G.O.B; and \$290,000 for the ice rink perimeter board at the Scott Rakow Youth Center.

Programmed funding beyond FY 2024 includes future tranches for various G.O. Bond projects.

GOLF COURSES

The City operates the Miami Beach Golf Club ("MBGC") and the Normandy Shores Golf Club ("NSGC"). The City's golf courses/clubs are managed and operated by Professional Course Management (PCM) on behalf of the City.

The One-Year FY 2024 Capital Budget includes the funding of: \$1.0 million for the Miami Beach Golf Course renovation and \$90,000 for the painting of all facilities at the MBGC.

Prior Years include \$234,000 for the NSGC Clubhouse roof; \$125,000 for the NSGC practice tee renovations; \$124,000 for the MBG course practice tee renovation; \$100,000 for the MBG course irrigation pump house renovation; \$114,000 for netting at the MBGC driving range; \$43,000 for replacement of MBGC kitchen floor; and \$27,000 for the NSGC kitchen floors.

The unfunded portion of the five-year capital plan includes \$8.0 million for the MBGC course renovation; \$250,000 for the NSGC Pumps; \$150,000 for NSGC range tee; \$150,00 for MBGC patio awning; \$105,000 for MBGC driving range shade system; \$75,000 for the MBG Clubhouse carpet replacement; and \$60,000 for MBGC lake aeration at hole #3.

HOUSING & URBAN DEVELOPMENT

The Housing and Urban Development section of the CIP includes the development/provision of artist/workforce housing related to the facilities and cultural institutions being improved throughout the City, and funded via the 2023 General Obligation (G.O.) Bond for Arts and Culture.

Prior Years include \$4.0 million for Workforce Housing at the Miami City Ballet. Programmed funding beyond FY 2024 includes the future tranche for the Arts and Cutlture G.O. Bond project - Workforce Housing for Cultural Institutions.

MONUMENTS

There are numerous monuments throughout the City, with of many of them being historic. In 2009, the City conducted a comprehensive assessment of necessary repairs.

Prior Years include \$333,700 for the Alton Road Fountain at 20th Street project; \$289,000 for the Flagler Monument Solar Illumination project; \$62,000 for the World War Memorial; and \$26,545 for the Cuban monument at the Miami Beach Police Department.

OTHER CULTURAL/RECREATION

The Other Cultural/Recreation section of the CIP includes a couple of the projects being funded via the 2023 General Obligation (G.O.) Bond for Arts and Culture.

Prior Years include \$1.5 million for Miami Beach Classical Music Festival and \$1.4 million for the Art Deco Welcome Center

PARKING, PARKING GARAGES, AND PARKING LOTS

The City manages and operates 64 surface parking lots and 12 garages throughout the City and 20 residential parking permit zones. There is a total of 9,432 metered spaces, both on- and off-street, as well as 7,404 garage spaces. The CIP programs provide funding for on-going maintenance of facilities, which includes renovation of parking lots that are anticipated to provide additional parking spaces when complete.

The FY 2024 Capital Budget includes: \$207,000 for 1 project at the 5th and Alton Garage; \$1,861,500 for 5 projects at the 7th Street Garage; \$325,000 for 2 projects at the 17th Street Garage; \$422,301 for 4 projects at the 12th Street Garage; \$764,608 for 5 projects at the 16th Street/Anchor Garage; \$135,000 for 3 projects at the 42nd Street Garage; \$300,000 for 1 project at the 13th Street Garage - 40-year certification; \$105,000 reduction for the Sunset Harbour Garage LED Lighting project.

PARKING, PARKING GARAGES, AND PARKING LOTS CONT'D

Prior Years for the Parking Garage/Parking programs include \$9.7 million for the garage at Collins Avenue and 13th Street; \$1.4 million for the 16th Street Garage sprinkler system; \$1.1 million for the Miami Beach Police Garage Concrete spalling; \$920,000 for 5th and Alton Garage roof deck waterprrofing; and 78 renewal and replacement projects totaling \$2.2 million.

The unfunded portion of the five-year capital plan primarily reflects funding needs for repairs and maintenance of the City's parking garages and lots totaling \$23.6 million.

PARKS

The City maintains the appearance of the gateways to the City, all municipal parks, buildings, grounds, and City-controlled medians, swales, and landscape areas, including management of the City's urban forest and the landscape maintenance contracts for the entire City's parking facilities.

The One-Year FY 2024 Capital Budget for Parks totals \$1.8 million and includes \$1.5 million for Fairway Park (inclusive of the soccer turf), \$300,000 for Flamingo Park Soccer Field Turf; \$244,889 for South Pointe Park Lighting; offset by a \$253,000 reduction in the Polo Park Lighting and Soccer Field project.

Prior Years funding for multiple open projects, inclusive of GOB projects, total \$226.2 million. Aside from the 26 GOB projects totaling \$82.7 million and 6 Arts and Culture GOB projects totaling \$24.2 million, prior year funding includes major projects such as \$27.1 million for the Bashore Park; \$26.5 million for the 72nd Street Community Complex; \$18.2 million for Flamingo Park; \$15.8 million for North Beach Oceanside Park; \$5.0 million for Altos Del Mar Park; \$3.3 million for Lifeguard Stand Replacements; \$4.1 million for the Maurice Gibb Park Redesign; \$2.7 million for Muss Park Facility; \$2.6 million for the Band Shell Master Plan; and \$13.0 million for 26 smaller projects.

The unfunded portion of the five-year capital and future plan for the Parks department totals \$126.1 million which includes \$73.3 million for future GOB tranches as well as a variety of other smaller projects.

RENEWAL AND REPLACEMENT

FY 2012 was the first year that new and existing capital renewal and replacement projects were included in the CIP and Capital Budget.

Prior to FY 2005, the City made significant investment in the routine maintenance of its assets, as well as funding major capital projects bringing online miles of sidewalks and curbing, additional streetlights, new parks and park facilities, new Fire station

RENEWAL AND REPLACEMENT CONT'D

facilities, etc. However, maintenance of the capital investments competed with General Fund services and routine maintenance with the result that funding levels did not provide for major capital renewal and replacement projects. As a result, these projects often were deferred many years beyond the useful life of the capital component requiring replacement or renewal, and in some cases, until the point where an entire capital project was required for major improvements.

To ensure that renewal and replacement of General Fund assets were funded and addressed when needed, in FY 2005, the City of Miami Beach established a dedicated millage for renewal and replacement funding to be used for capital projects that extended the useful life of the City's General Fund assets to be used exclusively to provide for renewal and replacement of capital

items related to facilities and infrastructure over and above routine maintenance. The following restrictions regarding the fund were established at the time that the dedicated funding was created:

- Projects must meet the following criteria for funding:
 - Extend the useful life of a City of Miami Beach General Fund asset by at least 5 years with a threshold value of at least \$25,000; for example, the replacement a major component of the asset such as roofs, HVAC systems, electrical systems, fire alarm systems, sprinkler systems that due to significant deterioration would constrain the remaining useful life of the asset, OR
 - Significantly reduce future maintenance cost over the remaining life of the asset providing for a reduction in future maintenance costs that are greater than the cost of the project
- The Mayor and Commission may authorize additional uses of the funds for unforeseen or unanticipated events affecting life, health, property or public safety subject to a five-sevenths (5/7) vote
- Appropriation of project specific expenditures from the General Fund Capital Renewal and Replacement Fund shall be included in the City Manager's annual budget, to be approved by the Mayor and City Commission annually during the City's second public hearing on the budget
- Interest earnings that accrue in the General Fund Capital Renewal and Replacement Fund shall be included in the appropriation for the Fund in the following fiscal year
- Changes among project specific appropriations may be authorized by the City Manager to the extent that no new projects are added and the total annual allocation is not exceeded
- During a fiscal year, changes to the total allocation and changes to the list of projects to be funded from the General Fund Capital Renewal and Replacement Fund shall require prior approval and authorization by a majority of the City Commission. Excess project specific appropriations not required will be available for re-appropriation the following year

RENEWAL AND REPLACEMENT CONT'D

 Project specific appropriations that are not expended in a given fiscal year shall remain in the General Fund Capital Renewal and Replacement Fund for the life of the project

At the same time, the City established a systematic approach to identify renewal and replacement needs. A Facilities Conditions Assessment (FCA) of City buildings is conducted at least once every five years to determine the FCI, current renewal and replacement needs, as well as projected replacement dates for all of the major building components. A Facility Condition Index (FCI) rating is assigned to each facility based on the total value of existing deferred maintenance divided by the current replacement value of the building. The most recent FCA establishing the FCI rating was completed by the Facilities and Fleet Management Department in 2020.

Based on industry standards ratings are assigned as follows:

0.00 to 0.10 Excellent
 0.11 to 0.21 Good
 0.122 to 0.32 Fair
 Greater than 0.33 Poor

Facilities that have high public usage have a goal of "Excellent," while all other facilities have a goal of "Good." Renewal and replacement projects for facilities that are not supported by the General Fund are funded from available cash balances in their respective Internal Service or Enterprise Funds, e.g., Fleet, Sanitation, Property Management, Water, Sewer, Storm Water, Parking, and Convention Center. City Center Redevelopment Area (RDA) projects are funded through the City Center RDA budget.

The current proposed dedicated millage of 0.0499 mills (includes reallocation of debt service reduction) is projected to generate \$2.2 million for the General Fund Capital Renewal and Replacement fund. Internal Service Funds, Enterprise Funds, and Special Revenue Funds also provide sources of funding for non-General Fund Renewal and Replacement projects.

The FY 2024 Capital Budget has 39 projects totaling \$15.9 million which includes: \$2.0 million for Parkview Water Quality Improvment; \$1.5 million for LED walls in various locations at the Convention Center; \$1.8 million for Security Cameras on the Beachwalk between 46th and 63rd Street; \$1.4 million for Parking Deck Repairs at the Convention Center; \$1.3 million for Security Cameras on the Beachwalk between 63rd and 79th Street; \$1.0 million for Historic City Hall 90-Year Recertification; along with 32 projects totaling \$6.9 million.

Prior year appropriations total \$41.2 million. The unfunded portion of the five-year capital plan totals \$37.9 million.

SEAWALLS

The City of Miami Beach is part of a barrier island and seawalls perform an important function in improving water quality and protecting upland structures such as roads and utilities.

The FY 2024 Capital Budget has \$1.5 million for the Shane Watersport Seawall.

Prior Years funding for totals \$35.2 million for Citywide seawall rehabilitation projects.

The unfunded portion of the five-year capital plan totals \$15.0 million which includes a future GOB tranche of \$5.0 million.

STREET/SIDEWALK/STREETSCAPE IMPROVEMENTS

Projects within neighborhood areas are combined to create a single project that addresses neighborhood needs for infrastructure upgrades (including underground water, sewer and storm water infrastructure), traffic flow improvements, street lighting, and landscaping enhancements.

The FY 2024 Capital Budget totals \$22.7 million, primarily for West Avenue Phase III totaling \$18.4 million; the Convention Center Lincoln Road Connector totaling \$6.4 million; Collins Park Ancillary Improvements totaling \$2.0 million; and \$981,037 for 4 smaller projects, offset by a \$5.0 million reduction in the West Avenue Phase 2 project.

Prior Year appropriations for open projects total \$396.3 million and include several key projects such as West Avenue, Palm and Hibiscus Island, Venetian Islands, Lincoln Road, 1st Street-Alton Road to Washington, West Ave/Bay Road, City Center, and Bayshore Neighborhood.

The unfunded portion of the five-year capital and future plan totals \$1.0 billion, and primarily includes \$292 million for drainage improvements in Normandy Isles; \$214 million for the Flamingo Neighborhood; and \$116.5 million for the North Beach Town Center project. The prioritization of these projects is reflective of the Jacobs Engineering study.

STREET LIGHTING

Improving lighting throughout the City consistent with Lighting and Crime Prevention Through Environmental Design (CPTED) principles was prioritized during the FY 2016 budget process.

The FY 2024 Capital Budget has \$400,00 of additional funding for the Smart Lighting Master Plan.

Prior Years include \$8.2 million for Street Lighting Improvements (\$3.5 million funded by the G.O. Bond); \$2.5 million for the Smart Lighting Master Plan; \$996,305 for Street Lighting Improvements; \$665,625 for the Beachwalk Lighting; \$450,000 for Citywide Parking Lot Lighting; and \$148,779 for 5th Street Flyover Lighting.

TRANSIT/TRANSPORTATION

The unfunded portion of the five-year capital plan includes \$2.0 million for the street lighting master plan; in addition to funding of \$6.5 million for the future tranche of the G.O. Bond Street Lighting Improvements project.

The City is responsible for the management of transportation and traffic engineering services, including coordination with the County for the provision of transit service; design and implementation of traffic mobility improvements; coordination of the shared-bike program; and implementation of the Bikeways Master Plan. Along with, and related to growth management, traffic flow continues to be one of our community's major concerns.

The FY 2024 Capital Budget totals \$18.0 million, which primarily includes \$6.0 million for bicycle lanes and shared use path improvements; \$4.0 million for the 100 block of Lincoln Road; \$3.1 million for traffic calming; \$2.0 million for enhancements at the Miami Beach Senior High School; \$1.4million for North Beach Entrance Signs; along with 4 projects totaling \$1.5 million.

Prior Years include \$42.4 million for the Transportation Capital Initiative and \$18.8 million for the Intelligent Transportation System. An additional 34 projects totaling \$17.8 million were also funded within this program.

The unfunded portion of the five-year capital plan totals \$28.4 million.

UTILITIES

The City is responsible for the maintenance and operation of the water and sewer system that provides reliable and high-quality water and a reliable sanitary sewer system that protects public health and safety; and complies with all federal, state, and local regulations. The City purchases wholesale water from Miami-Dade County for distribution within the City and the City also operates and maintains the storm water collection and conveyance system that protects public health and safety and complies with all federal, state, and local regulations.

The FY 2024 Capital Budget includes \$14.0 million for water and wastewater mains and rehabs; \$7.7 million for FDOT Utilities Relocation; \$3.0 million for Stormwater Critical Needs; \$2.8 million for the DERM and EPA consent decree; \$2.1 million for North Bay Road and Lakeview Sewer Collection Upgrade; along with 7 projects totaling \$1.7 million. These projects are consistent with critical needs identified from the Jacobs Engineering Study.

Prior years totaled \$159.0 million and reflected the needs and priorities identified by the Hazen & Sawyer and Jacobs Engineering studies. The unfunded portion of the five-year capital plan totals \$269.5 million for various projects.

At the June 29, 2023 and July 21, 2023 FERC Budget Briefings, the Mayor and City Commission were briefed regarding the preliminary list of projects which were being requested, including projects that the Administration proposed for funding, subject to the availability of funds. A summary of projects recommended for funding in the FY 2024 Capital Budget, based on direction given by the Finance and Economic Resiliency Committee, is presented below (sorted by funding source):

Capital Renewal and Replacement (Fund 125)

The proposed dedicated millage of 0.0499 mills remains unchanged from the prior year's adopted millage rate. The proposed millage rate is estimated to generate approximately \$2.2 million for the General Fund Capital Renewal and Replacement Fund based on a 10.8 percent increase in property values. This reflects a \$226,000 increase in CRR dollars available for capital projects over last year.

The proposed General Fund Renewal and Replacement projects for FY 2024 are listed below in priority order and are recommended by Staff for funding. The remaining project requests are lower priority or are beyond the funding capacity at this time:

- Historic City Hall 90-Yr Recertification \$1,000,000
- City Hall 40-Yr Structural Recertification \$100,000
- Classroom Building Kitty Campus 40-Yr Recertification -\$150,000
- 344 Alton Road 30-Yr Recertification (Miami Beach Marina)
 \$150,000
- Citywide Building Recertification Effort \$200,000
- Normandy Isle Park and Pool Hurricane Impact Door and Windows - \$150,000
- Rebuild Historic Jetty Lifeguard Tower \$150,000
- Historic City Hall Roof Access Ladder \$100,000
- Historic City Hall Elevator \$25,000

Quality of Life Funds

Based on the projected FY 2024 Resort Tax revenues, it is estimated that the dollars available to each of these funds will increase over last year as outlined below.

	FY 2023 Budget	FY 2024 Budget	Variance	% Variance
North Beach Quality of Life	1,737,000	1,881,000	144,000	8.30%
Mid Beach Quality of Life	1,737,000	1,881,000	144,000	8.30%
South Beach Quality of Life	1,737,000	1,881,000	144,000	8.30%

For FY 2024, the capital projects recommended for funding are listed below.

North Beach Quality of Life (Fund 307)

- Shane Rowing Center 40-Year Certification \$200,000
- Entrance Signs to North Beach \$1,359,050
- North Beach Row Landscaping \$312,613
- Smart Lighting Master Plan (split-funded) \$400,000
- Painting & Lighting of Bridges (\$1,546,210) project defunded and merged with 71st Street Bridge Bike Lanes & Enhancements project
- Security Camera Beachwalk (63rd 79th Street) \$1,295,500

Mid Beach Quality of Life (Fund 306)

- MB Golf Club Painting (all facilities) \$90,000
- Security Camera Beachwalk (46th 63rd Street) \$1,816,000

South Beach Quality of Life (Fund 305)

- Botanical Gardens 60-Year Certification \$100,000
- Bass Museum 40-Year Recertification \$150,000
- 10th Street Auditorium Entrance Drainage \$250,000
- South Pointe Park Lighting \$244,889
- Police Headquarters Facility (additional funding for GOB project #48) (split-funded) - \$1,230,538

Pay-As-You-Go "PAYGO" (Fund 302)

PAYGO funds help ensure adequate on-going reinvestment in the City's capital plant and equipment assets. This funding can be used for any general government purpose and is the most flexible funding source in the Capital Budget. Prior to FY 2019, the PAYGO fund had been historically been funded by the General Fund at \$2.4 million annually. Funding levels have been as high as \$7.5 million in the past.

The FY 2024 proposed dedicated millage of 0.1020 mills is unchanged from the prior year's adopted millage rate. The proposed millage rate is estimated to generate approximately \$4.4 million for the General Fund PAYGO Fund based on a 10.8 percent increase in property values. This reflects a \$462,000 increase in PAYGO dollars available for capital projects over last year.

In addition to the revenues generated by the dedicated millage for PAYGO projects, at its July 21, 2023 meeting, the FERC accepted the Administration's recommendation to transfer an additional \$12,950,819, as follows, to the PAYGO fund to help fund capital project gaps:

- 1. General Fund FY 2024 projected surplus \$860,000
- 2. General Fund FY 2023 projected surplus \$4,980,000
- 3. Resort Tax FY 2023 projected surplus \$5,808,000
- 4. Resort Tax FY 2022 year-end surplus in excess of the 6-month reserve \$1,255,819

Pay-As-You-Go "PAYGO" (Fund 302) Cont'd

5. Funding set-aside in the General Fund for improvements to the Palm View Historic District as approved in Resolution 99-23396 - \$47,000

In addition, the FERC accepted the Administration's recommendation to transfer additional funding to the PAYGO fund from the General Fund FY 2024 projected surplus, in order to fund the following projects: Monument Island Restoration - \$1,120,191; 100 Block of Lincoln Road - \$3,000,000.

- 100 Block of Lincoln Road (split-funded) \$3,000,000
- Police Headquarters Facility (additional funding for GOB project)(split-funded) - \$3,269,462
- Beachwalk Bollards Citywide \$1,700,000
- City Hall-Generator Replacement \$500,000
- MBPD Garage Flood Mitigation Improvements (grant match) - \$504,000
- Electric Vehicle Charging Stations \$156,482
- City Hall Switch Gear Replacement \$900,000
- Citywide Bonded Aggregate \$350,000
- Citywide Bridges \$600,000
- FDOT Utilities Relocation \$250,000
- Fairway Park Improvements (soccer field component) -\$1,500,000
- Miami Beach Golf Course Renovation \$1,000,000
- Polo Park Lighting & Soccer Field (\$253,000) project completed with savings
- North Shore Park Youth Center Restrooms \$312,000
- West Palm Island Undergrounding \$1,665,879 to be reimbursed by the residents
- Fire Station #1 (grant match) \$2,450,600
- Park View Neighborhood Traffic Calming \$47,000
- Flamingo Park Soccer Field Turf \$300,000
- Soil Remediation Miami Beach Golf Club and Bayshore Park - \$2,150,000
- Monument Island Restoration \$1,120,191
- Parkview Water Quality Improvement \$2,000,000
- Brittany Bay Park CCTV \$350,000
- North Beach Oceanside Park CCTV \$340,000

Transportation (Fund 106)

- Bicycle Lanes/Shared Use Path Improvements \$2,765,450
- Bayshore Neighborhood Traffic Calming 1a \$1,257,926
- Normandy Isle Neighborhood Traffic Calming \$1,822,698
- Miami Beach Senior High School Pedestrian Enhancements -\$1,388,004
- 71st Street Bridge Bike Lanes & Enhancements \$1,546,210
- South Beach Pedestrian Zones \$832,902
- Meridian Avenue & Lincoln Lane Crossing \$14,000
- La Gorce / Pine Tree Dr Bike Lanes \$1,672,050
- Raised Crosswalks and Intersections \$124,000
- 6th Street Neighborhood Greenway \$525,000
- Orchard Park Traffic Calming \$118,424

Transportation (Fund 106) Cont'd

- Miami Beach Senior High Pickup/ Drop-Off Lane \$600,000
- Collins Park Ancillary Improvements (split-funded) \$462,500

Resiliency (Fund 112)

- West Avenue Phase II (\$859,000) reduction in funding based on updated funding needs (project is fully funded)
- West Avenue Phase III (includes grant match) \$5,859,000

7th Street Garage (Fund 142)

- 7th St Garage Fire Alarm Replacement at Retail Spaces -\$50,000
- 7th St Garage 40-Year Certification \$400,000
- 7th St Garage Elevator Cab Finishes \$91,500
- 7th St Garage-Landscaping \$120,000
- 7th St Garage-Superstructure Renewal \$1,200,000

RDA South Pointe Operations (Fund 167)

South of Fifth Neighborhood Traffic Calming (split-funded) merged projects - no change to overall budget

2003 GO Bond (Parks & Beaches) (Fund 365)

Collins Park Ancillary Improvements (split-funded) \$1,581,342

South Pointe Capital (Fund 389)

South of Fifth Neighborhood Traffic Calming (split-funded) merged projects - no change to overall budget

Building Capital (Fund 410)

North Beach property purchase - \$650,000

Water & Sewer Operating & Capital (Fund 418, 425)

- 100 Block of Lincoln Road (split-funded) \$600,000
- FDOT Utilities Relocation (split-funded) \$2,363,066
- Wastewater Stations Rehabilitation (split-funded) \$463,182
- DERM & EPA Consent Decree- \$2,800,000
- Water & Wastewater Mains and Rehab (split-funded) -\$10,519,491
- North Bay Road and Lakeview Sewer Collection Upgrades (split-funded) - \$2,100,000
- Convention Center Lincoln Road Connector (split-funded) -\$5,423,345
- 17th Street Improvements Phase I (split-funded) \$800,000
- Public Works Loading Dock Improvements \$25,000
- Public Works Facility Exterior (\$25,000) funding released, as no longer needed

Water & Sewer Bond, Impact Fees and 2006 Gulf Breeze Bond (Funds 419, 420, 422)

- FDOT Utilities Relocation (split-funded) \$5,111,934
- West Avenue Phase II (split-funded) (\$141,000) reduction in funding based on updated funding needs (project is fully funded)
- West Avenue Phase III (grant match) (split-funded) \$141,000
- Water & Wastewater Mains and Rehab (split-funded) -\$3,505,978 177

Water & Sewer Bond, Impact Fees and 2006 Gulf Breeze Bond (Funds 419, 420, 422) Cont'd

 Water Meter Replacement Program - (\$5,000,000 - funding released, as no longer needed)

Storm Water Bonds (Funds 429, 431, 432)

- West Avenue Phase II (split-funded) (\$4,000,000) reduction in funding based on updated funding needs (project is fully funded)
- West Avenue Phase III (grant match) (split-funded) -\$4,000,000
- Convention Center Lincoln Road Connector (split-funded) -\$795,436

Storm Water Operating & Capital (Fund 427, 434)

- 100 Block of Lincoln Road (split-funded) \$400,000
- West Avenue Phase III (grant match) (split-funded) -\$8,358,522
- Temporary Stormwater Pump System Water Quality Improvements - \$1,300,000
- Stormwater Pump Station Culvert \$1,250,000
- Nuisance Flooding Mitigation \$200,000
- 17th Street Improvements Phase I (split-funded) \$1,200,000
- Stormwater Critical Needs (formerly known as Citywide Interim Flood Solutions) (split-funded) - \$3,000,000
- Convention Center Lincoln Road Connector (split-funded) -\$133,762
- Shane Watersport Seawall \$1,496,777

Sanitation Operating & Capital (Fund 435)

Fleet / Sanitation Fire Alarm System - \$100,000

Convention Center Operating (Fund 440)

- Convention Center Paint All Rooms Front & Back of House
 \$2,000,000
- Convention Center Collins Canal Park Lighting Upgrades/ Enhancements - \$200,000
- Convention Center Parking Deck Flexible Seal (split-funded)
 \$291,486
- Convention Center UPS for TR Rooms \$100,000
- Convention Center Pride Park Landscape \$250,000
- Convention Center Rum Room & Venue \$70,000
- Convention Center Digital Signage, Office Workstations/ Hardware - \$154,800

Convention Center Renewal & Replacement (Fund 443)

- Convention Center Parking Deck Cracks Repair (split-funded)
 \$1,161,617
- Convention Center LED Walls (various locations) \$1,500,000
- Convention Center Cooling Tower Roof Replacement -\$250,000
- Convention Center Replace East Side Boiler and Holding Tanks - \$250,000
- Convention Center AV System Amplifier Power Rewiring -\$27,000

Convention Center Renewal & Replacement (Fund 443) Cont'd

- Convention Center AV System Redundant Hardware \$35,000
- Convention Center AV System Network Wiring Redundancy
 \$40,000
- Convention Center Drive Landscape: Plant Material Replacement/Addition - \$200,000
- Convention Center Wireless Network Repairing/Correcting -\$500,000
- Convention Center Exterior Elevator Shafts French Cleats -\$750,000

RDA Anchor Garage (Fund 463)

- 16th St. Parking Garage Rooftop Air Unit \$96,768
- 16th St. Parking Garage AC Condensing Unit \$87,840
- 16th St. Garage Mechanical Rooms Ventilation Fan \$80,000
- 16th St. Garage Lobby Floor and Lighting Replacement -\$100,000
- 16th St. Garage-Exterior Renewal \$400,000

Parking Bonds (Funds 488)

- Convention Center Parking Deck Expansion Joints -\$300,000
- Convention Center Parking Deck Flexible Seal (split-funded)
 \$408,514
- Convention Center Parking Deck Cracks Repair (split-funded)
 \$238,383

Parking Operating & Capital (Fund 490)

- 13th Street Garage 40 Year Certification \$300,000
- 17th Street Garage Generator Replacement \$25,000
- 12th Street Parking Garage 40-Year Certification \$250,000
- 42nd Street Garage Fire Sprinkler (Dispatch Office) \$40,000
- 12th Street Parking Garage Emergency Lights \$42,301
- 17th Street Garage Exterior Coating \$300,000
- Citywide Parking Lots Improvements \$300,000
- 42nd Street Parking Garage Drainage \$120,000
- 5th & Alton Elevators/Escalators \$207,000
- 12th Street Parking Garage Drainage \$105,000
- 12th Street Parking Garage Expansion Joints \$25,000
- Sunset Harbour Garage LED Lighting (\$105,000) (funding swap from savings)
- 42nd Street Garage Stairwell Railing (\$25,000) (funding swap from savings)

Fleet Management (Fund 510)

- Fleet Management Stairs Restoration \$135,000
- Fleet Facility Gate \$100,000
- FY 2024 Vehicle/Equipment Replacement \$8,497,000
- FY 2022 Vehicle/Equipment Replacement (\$5,135,759) Funding no longer needed
- FY 2021 Vehicle/Equipment Replacement (\$2,219,000) Funding no longer needed

Facilities Management (Fund 520)

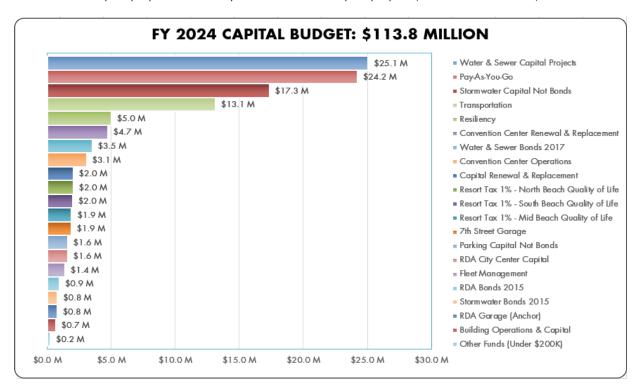
Facility Management Air Compressor - \$25,760

FUNDING SOURCE	FY 2024
Water & Sewer Capital Projects	25,069,084
Pay-As-You-Go	24,212,614
Stormwater Capital Not Bonds	17,339,061
Transportation	13,129,163
Resiliency	5,000,000
Convention Center Renewal & Replacement	4,713,617
Water & Sewer Bonds 2017	3,505,978
Convention Center Operations	3,066,286
Capital Renewal & Replacement	2,025,000
Resort Tax 1% - North Beach Quality of Life	2,020,953
Resort Tax 1% - South Beach Quality of Life	1,975,427
Resort Tax 1% - Mid Beach Quality of Life	1,906,000
7th Street Garage	1,861,500
Parking Capital Not Bonds	1,584,301
RDA City Center Capital	1,581,342
Fleet Management	1,377,241
RDA Bonds 2015	946,897
Stormwater Bonds 2015	795,436
RDA Garage (Anchor)	764,608
Building Operations & Capital	650,000
Water & Sewer Impact Fees	111,229
Sanitation Enterprise Fund	100,000
Facilities Management	25,760
Water & Sewer Bonds 2010	705
Total Appropriations as of 10/1/2023	\$ 113,762,202

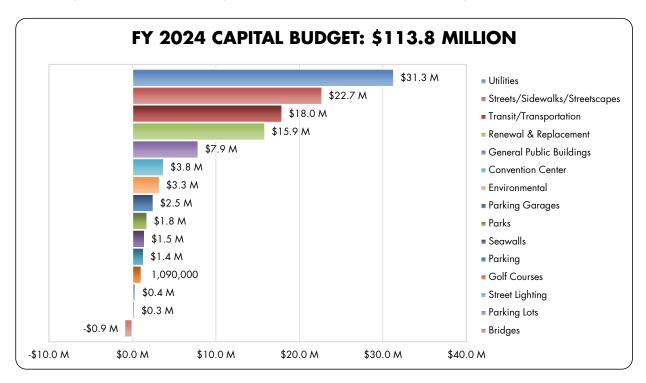
PROGRAM	FY 2024
Utilities	31,329,530
Streets/Sidewalks/Streetscapes	22,735,943
Transit/Transportation	17,954,290
Renewal & Replacement	15,899,742
General Public Buildings	7,912,600
Convention Center	3,774,800
Environmental	3,270,191
Equipment	2,842,241
Parking Garages	2,531,108
Parks	1,791,889
Seawalls	1,496,777
Parking	1,379,301
Golf Courses	1,090,000
Street Lighting	400,000
Parking Lots	300,000
Bridges	(946,210)
Total Appropriations as of 10/1/2023	\$ 113,762,202



The FY 2024-2028 Capital Improvement Plan by Funding Summary sorts the projects in the FY 2024-2028 CIP and FY 2024 Capital Budget by funding source (revenue). As seen in the following graph, the Water and Sewer funds bring in the largest portion (\$25.1 million, or 22%) of revenue for FY 2024 capital projects followed by PAYGO funds for capital projects (\$24.2 million, or 21%).

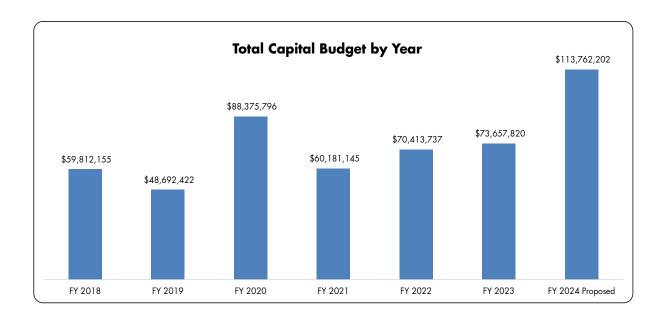


The FY 2024-2028 Capital Improvement Plan by Program sorts the projects in the FY 2024-2028 CIP and FY 2024 Capital Budget by program (expenditure). The largest investments in FY 2024 are in utilities (\$31.3 million, or 28%) for various stormwater, water, and sewer projects, followed by streets/sidewalks/streetscapes (\$22.7 million, or 20%), and transit/transportation (\$18.0 million, or 16%).



CAPITAL BUDGET TREND

As reflected in the table below, the City has made strides toward addressing the capital budget needs for the City, with a goal toward mitigating future costs that can result from deferred maintenance of the City's assets and improving/maintaining levels of services provided for the community.





Financing

Several capital financing transactions are reflected in the CIP including: General Obligation Bonds, Storm Water Revenue Bonds, Water and Sewer Revenue Bonds, Gulf Breeze Loans, and an Equipment Master Lease.

In 1995, the City issued \$59 million in Water and Sewer Revenue Bonds. In 1997, the City paid \$15 million for the 1996 authorized General Obligation Bonds to construct, renovate and rebuild parks and recreation facilities within the City's park system.

In 2000, the City issued the initial \$30 million of the authorized \$92 million 1999 General Obligation Bond. These funds were issued to expand, renovate, and improve fire stations and related facilities; improve recreation and maintenance facilities for parks and beaches; and improve neighborhood infrastructure. In 2000, the City also issued \$54,310,000 in Water and Sewer Bonds and \$52,170,000 in Storm Water Revenue Bonds. In addition, the City was granted a \$4 million Section 108 U.S. Housing and Urban Development Loan for improvements to neighborhood streets, North Shore Park and Youth Center.

In 2001, the City executed loan agreements with the City of Gulf Breeze, Florida, providing \$15 million for the renovation and improvement of two City owned golf courses and their related facilities. The City issued the remaining \$62,465,000 of the referendum-approved \$92 million General Obligation bonds in July 2003 for improving neighborhood infrastructure in the City. Further, in 2006 and 2010, the City executed loan agreements with the City of Gulf Breeze, Florida, providing an additional \$24 million and \$30 million for water and sewer projects, respectively.

In 2006 and 2010, the City executed loan agreements with the City of Gulf Breeze, Florida, providing an additional \$24 million and \$30 million for water and sewer projects, respectively. In FY 2009, a line of credit was issued and was being used to fund projects in advance of issuing water and sewer and storm water bonds. The City uses this line of credit in order to have the necessary funding capacity to enter into new projects while allowing time to both build the necessary rate capacity to issue additional tax-exempt bonds. This phased approach provides the City with more time to refine the cost estimates for projects planned to be in construction prior to issuance of bonds. In FY 2012, approximately \$50 million in storm water bonds were issued replacing funding for projects previously funded by the line of credit. In FY 2015, approximately \$100 million in storm water bonds were issued as part of the first of three \$100 million bonds to upgrade the City's storm water system.

On December 15, 2015, the City issued \$164,920,000 in Resort Tax Revenue Bonds, Series 2015. These Series of bonds were issued by the City for the purpose of providing funds to (1) finance a portion of the costs of acquiring and constructing renovations to the Miami Beach Convention Center and related improvements, and (ii) pay the costs of issuing the Series 2015 bonds. The City

FINANCING CONT'D

also issued \$58,825,000 in Parking Revenue Bonds, Series 2015. These Series of bonds were issued by the City for the purpose of providing funds to (i) finance a portion of the costs of acquiring and constructing a new parking facility and improvements to a surface parking lot to serve the City's Convention Center, and (ii) pay the cost of issuing the Series 2015 bonds. Lastly, the RDA Agency issued \$286,245,000 in Tax Increment Revenue and Revenue Refunding Bonds, Series 2015A and \$35,850,000 in Tax Increment Revenue Refunding Bonds, Taxable Series 2015B. The Series 2015A bonds were used, together with certain other legally available moneys of the Agency, to (i) provide for the current refunding of all the outstanding Series 2005B bonds, (ii) finance certain costs of acquiring and constructing renovations to the Miami Beach Convention Center and certain other improvements, and (iii) pay costs of issuance of the Series 2015 bond and refunding the outstanding Series 2005B bonds. The Series 2015B will be used to (i) provide for the advance refunding of all the outstanding Series 1998 bonds, (ii) provide for the current refunding of all the outstanding Series 2005A bonds, and (iii) pay costs of issuance of the Series 2015B bonds and refunding the outstanding Series 1998A bonds and the outstanding Series 2015A bonds, including the portion of the premium allocable to the Series 2015B bonds for the reserve policy.

In Fiscal Year 2017, the City obtained a bank loan in the amount of \$19.7 million to refund the outstanding taxable special obligation refunding bonds, Series 2005. This refinancing provided the City with a net present value savings of \$1.5 million over five years.

Subsequent to September 30, 2017, on December 14, 2017, the City issued at par value \$115.2 million of Water and Sewer Revenue Bonds secured by the net revenues of the City's combined water and sewer system. The Series 2017 Bonds are being used for the purpose of providing funds to finance the cost of certain capital improvements as part of the City's multi-year program to upgrade the facilities and enhance the effectiveness and reliability of the Water and Sewer Utility as well as to provide current refunding and defeasance of all outstanding Series 2000 Bonds, prepayment of all outstanding Series 2006B-2 Bonds, and prepayment of all the outstanding Series 2006E Bonds The bonds are rated Aa3 by Moody's and AA- by Standard and Poor's. The Bonds have an all-inclusive true interest cost of 3.75% for 30-year fixed rate debt. The advance refunding generated \$7.2 million in savings, with average annual savings of \$550,000 in 2018 - 2030. The refinancing also restructured the debt to provide more overall level debt service, which reduces the impact of the additional debt service for capital improvements to ratepayers.

On December 22, 2017, the City issued at par value \$156.6 million of Storm Water Revenue Bonds secured by the net revenues of the City's storm water system. The Series 2017 Bonds are being used for the purpose of providing funds to finance a portion of the costs of certain capital improvements as part of the City's multi-year program to improve and enhance the effectiveness and reliability

FINANCING CONT'D

of the Storm Water Utility as well as provide for the advance 5 refunding and defeasance for a portion of the outstanding 2011A Bonds and 2011B Bonds. The bonds are rated Aa3 by Moody's and AA- by Standard and Poor's. The Bonds have an all-inclusive true interest cost of 3.81% for 30-year fixed rate debt. The advance refunding generated \$5.5 million in savings, with average annual savings of \$230,000 in 2018 – 2041.

On May 2, 2019, the City issued \$162,225,000 in General Obligation and Refunding Bonds, Series 2019 to provide the current refunding of the Series 2003 General Obligation Bonds maturing after September 1, 2033. The net proceeds of the issue were placed into an irrevocable escrow deposit account, which invested in government obligations, that will provide monies sufficient to pay the principal and interest of the refunded bonds. On the date of issue, \$28,080,000 of principal was refunded. The aggregate difference in debt service between the refunding debt and the refunded debt is \$8,522,492 and the economic gain on the transaction was \$4,904,949.

On April 29, 2021 the Commission approved the refunding of the 2009J-1A, 1B, and 1C water and sewer revenue bonds which had a combined outstanding principal balance of \$42,955,000 at September 30, 2020. Based on market conditions then, the net present value savings from refinancing the Outstanding Series 2009 Bonds would be approximately \$11 million, which is 28% of bonds refunded. The total savings over 18 years would be approximately \$13 million. The final maturity of the refunding will not be later than 2039, which is the final maturity of the Outstanding Series 2009 Bonds.

The City continues to responsibly manage its debt financing. On October 14, 2021, the City issued \$32,480,000 in Water and Sewer Revenue Refunding Bonds, Series 2021A. The bonds will be repaid solely from the pledged revenues of the Water and Sewer System. The proceeds of the Series 2021 A Bonds were used, together with other legally available moneys, to (i) refund and prepay the City's (a) \$10,000,000 outstanding principal amount of the City of Miami Beach, Florida Water and Sewer Revenue Refunding Bonds, Taxable Series 2009J-1B and (b) \$30,000,000 outstanding principal amount of City of Miami Beach, Florida Water and Sewer Revenue Bonds, Taxable Series 2009J-1C and together with the Series 2009J-1B Bonds, and (ii) pay the costs of issuance of the Series 2021A Bonds and the refunding and prepayment of the Refunded Bonds.

Outstanding general and special obligation debt was reduced by \$16.1 million. The City drew \$3.4 million from the equipment line of credit to finance the purchase of fleet vehicles to facilitate the vehicle replacement program. In the coming year the City will continue to evaluate the source of funding for the replacement program. Net reduction in other outstanding debt including revenue bonds, was \$9.4 million for the fiscal year.

General Obligation Bond Projects

GENERAL OBLIGATION BOND (2019) PROJECTS)

On November 6, 2018, the citizens of the City of Miami Beach voted in favor of issuing \$439.0 million in General Obligation bonds ("G.O. Bonds") to 57 projects which would:

- Improve the City's police, fire, and public safety facilities, in addition to equipment, technology, and lighting to improve security throughout the City – 11 projects totaling \$36,406,000 have already been issued
- Improve the City's parks, recreational and cultural facilities, inclusive of playgrounds, baywalks, beachwalks, waterways, landscaping, equipment, lighting, security, and parking related to such facilities 19 projects totaling \$86,733,000 have already been issued
- Improve the City's neighborhoods and infrastructure, including storm water and flooding mitigation projects, sidewalk and street renovation and repairs, protected bicycle lanes, pedestrian paths, landscaping, and lighting – 8 projects totaling \$28,000,000 have already been issued
- Realignment of 14 tranche 1 projects based on cashflow projections

It is important to note that the total original budget for each project will remain the same over the life of the G.O. Bond program. This revised plan only adjusted the timing of funding for the affected projects.

ARTS & CULTURE GENERAL OBLIGATION BOND (2023) PROJECTS

On November 8, 2022, the voters of the City of Miami Beach approved the issuance of a not to exceed amount of \$159.0 million in Arts & Culture General Obligation Bonds (GOB) for improving facilities for resiliency of arts and cultural institutions throughout the City, including museums, performance venues, artistic playgrounds, senior/cultural centers, botanical garden, aquatic sculpture park, and related artist/workforce housing (21 projects in total). At the March 31, 2023 Finance and Economic Resiliency Committee (FERC) meeting, the Committee heard input from staff and various grantees. The Committee approved a recommendation for the Arts & Culture GOB Tranche 1 of \$101.7 million. At the June 28, 2023 Commission meeting, the Commission approved the issuance of Tranche 1 not to exceed the amount approved by the FERC. Tranche 1 includes both tax-exempt Series 2023A (Fund 394) and taxable Series 2023B (Fund 395) debt. Appropriation of the funds for Tranche 1 was approved at the July 26, 2023 City Commission meeting.

WANT EVEN MORE INFORMATION?

www.goMBinfo.com

General Obligation Bond Debt Service

The purpose of issuing General Obligation Bonds is to obtain funds for various capital projects, economic and environmental improvements, and public works and public safety improvements. The City has established a 5-year Capital Improvement Plan which details planned capital improvement projects and their respective funding sources. Among the areas for improvements are: parks and recreational facilities, streets, street lighting and bridges, fire equipment, and municipal facilities. General Obligation Bonds are issued and mandated by the public through a formal referendum vote.

On July 28, 2014, the S&P rating services upgraded the City's rating from AA- to AA+ with a stable outlook—one level beneath AAA rating. The rating reflected Miami Beach's very strong local economy with projected per capita effective buying income at 151% of the national average. Additional factors included strong overall budgetary performance and very strong budget flexibility and liquidity with significant reserves. Based on past debt issuances, S&P believes that the City has exceptional access to capital markets to provide liquidity needs if necessary. Additionally, Miami Beach demonstrates strong financial practices and management. Strengths include detailed budget assumptions that take into account historical and current trends and needs; monthly monitoring of financial operations with results reported to the Commission on a quarterly basis; five-year financial forecasts on General Fund operating revenues and expenditures; a formal five-year capital plan that is updated annually; a formal investment policy; and a reserve policy requiring the City to maintain an emergency reserve of at least 17% of the ensuing year's operating budget, as well as an additional reserve of at least 8% in the General Fund.

In 2023, both rating agencies re-affirmed the City's credit ratings at Aa2 and AA+ respectively. This review incorporated risks from climate change and severe weather events into the analysis. The City was credited for its proactive efforts to reduce risk by investing in our aging infrastructure and adapting to climate change by using the best available science and knowledge. The City will continue to act along these lines as climate resilience will be a consideration for future ratings.

BOND RATINGS

The City continues to meet its financial needs through prudent use of its revenues and effective debt financing programs. The City's financial strength and thorough financial management practices are reflected in its general obligation bond ratings, which are among the highest levels attained by Florida Cities.

Following are the credit ratings assigned by the two primary credit rating agencies in the financial market:

- Aa2 Moody's Investor Services
- AA+ Standard & Poor's Corporation

BUDGET HIGHLIGHTS

- The Voted Debt Service millage rate of 0.3326 is estimated to provide \$16,295,000 for debt service
- Principal and interest payments for FY 2024 are as follows:

Principal \$5,780,000 Interest 10,514,000 \$16,294,000

 An additional \$1,000 is required for paying agents and other fees.

FINANCIAL SUMMARY

	2020 Actual	2021 Actual	2022 Actual	2023 Adopted	2024 Proposed
Revenue Area					
Property Taxes	11,242,125	12,754,583	11,523,732	10,437,000	16,295,000
Other	<i>74</i> ,631	13,057	13,269	0	0
Total	\$ 11,316 <i>,75</i> 6	\$ 12,767,640	\$ 11,537,001	\$ 10,437,000	\$ 16,295,000
Expenditure Area					
Debt Service	11, <i>7</i> 91,295	12,793,400	11,486,050	10,433,000	16,294,000
Fees/Other	870	871	871	4,000	1,000
Total	\$ 11, <i>7</i> 92,165	\$ 12,794,271	\$ 11,486,921	\$ 10,437,000	\$ 16,295,000

General Obligation Bond Summary At September 30, 2022

The City issues general obligation bonds to provide funds for the acquisition, construction and improvements of major capital facilities. General obligation bonds have been issued for governmental activities. The amount of outstanding general obligation bonds issued is \$158,600,000. General obligation bonds are direct obligations and pledge the full faith and credit of the City. These bonds are generally issued as 20 to 30 years bonds.

The General Obligation Bonds outstanding at September 30, 2022 consist of the following:

Issue Name	Interest Rate	Year Issued	Final Maturity	Original Issue	Outstanding 9/30/2022
General Obligation - Series 2011	3.00-5.00	2011	2023	\$ 34.840.000	\$ 2.175.000
General Obligation -	0.000.00	2011	2020	Ψ 04,040,000	Ψ 2,173,000
Series 2019	3.00-5.00	2019	2049	162,225,000	156,425,000
Total General Obligation	\$ 197,065,000	\$ 158,600,000			

On December 1, 2011, the City issued \$34,840,000 in General Obligation Refunding Bonds, Series 2011. These Series of bonds were issued by the City for the purpose of (i) refunding the Series 2000 General Obligation Bonds maturing after December 1, 2011, and the Series 2003 General Obligation Bonds maturing on and after September 1, 2014 through and including September 1, 2023, and (ii) paying the costs of issuance of the Bonds. The General Obligation Refunding Bonds, Series 2011 will be payable from ad valorem taxes assessed, levied and collected, without limitation as to rate or amount, on all taxable property within the corporate limits of the City. The Series 2011 Bonds were issued with interest rates of 3.00% to 5.00% payable semiannually on March 1 and September 1 and will mature serially through September 1, 2023.

On November 6, 2018, the electorate of the City of Miami Beach approved the issuance of \$439,000,000 of general obligation bonds, consisting of (i) \$169,000,000 for parks. recreational facilities, and cultural facilities, (ii) \$198,000,000 for neighborhoods and infrastructure, and (iii) \$72,000,000 for police, fire, public safety, and security improvements. As the overall \$439 million General Obligation Bond (GOB) program will be implemented over a period of approximately 10 to 12 years, rather than all at once, the City anticipates issuing tranches every 3 years. On May 2, 2019, the City issued the first tranche \$162,225,000 in General Obligation and Refunding Bonds, Series 2019. These Series of bonds were issued by the City for the purpose of (i) finance a portion of the costs of the City's (a) Public Safety Projects, (b) Neighborhood and Infrastructure Projects, and (c) Parks and Recreation and Cultural Facilities Projects; (ii) refunding the Series 2003 General Obligation Bonds maturing after September 1, 2033, and (iii) paying the costs of issuance of the Bonds. The General Obligation and Refunding Bonds, Series 2019 will be payable from ad valorem taxes assessed, levied and collected, without limitation as to rate or amount, on all taxable

property within the corporate limits of the City. The Series 2019 Bonds were issued with interest rates of 3.00% to 5.00% payable semiannually on November 1 and May 1 and will mature serially through May 1, 2049. At September 30, 2022, the City did not have any defeased General Obligation debt.

Annual debt service requirements to maturity for general obligation bonds are as follows:

	General Obligation Bonds Governmental Activities							
Fiscal Year								
Ending								
September 30		Principal		Interest		Total		
2023	\$	3,555,000	\$	6,876,550	\$	10,431,550		
2024		5,165,000		6,698,800		11,863,800		
2025		3,425,000		6,440,550		9,865,550		
2026		2,960,000		6,269,300		9,229,300		
2027		4,435,000		6,121,300		10,556,300		
2028-2032		21,805,000		27,458,250		49,263,250		
2033-2037		25,980,000		22,411,750		48,391,750		
2038-2042		32,840,000		15,553,200		48,393,200		
2043-2047		40,130,000		8,266,475		48,396,475		
2048-2049		18,305,000		1,056,563		19,361,563		
		158,600,000		107,152,738		265,752,738		
Plus: Unamortized								
Bond Premium		15,530,554		-		15,530,554		
	\$	174,130,554	\$	107,152,738	\$	281,283,292		

Under current state statutes, general obligation bonded debt issued by the City is subject to a legal limitation based on 15% of total assessed value of real and personal property. At September 30, 2022, the total net debt applicable to the limit as a percentage of debt limit is 2.53%.

Legal Debt Margin Calculation for Fiscal Year 2022							
Assessed value	\$	45,791,951,962					
Debt limit (15% of assessed value)		6,868,792,794					
Debt applicable to limit:							
General obligation bonds		174,130,553					
Less: Amount set aside for repayment of general							
obligation debt		322,444					
Total net debt applicable to limit		173,808,109					
Legal debt margin	\$	6,694,984,685					

Note: Assessed value is the certified taxable value as of January 1, 2021.

Other Long-Term Debt

Special Obligation Bonds – Governmental Activities

At September 30, 2022, the outstanding principal of special obligation bond issues and repayment sources are as follows:

Issue Name	Repayment Source	Total Original Issue	То	tal Outstanding Principal
2015 Resort Tax Revenue Bonds 2015A Tax Increment Revenue Refunding Bonds 2015B Tax Increment Revenue Refunding Bonds	Resort tax revenue RDA tax increment revenue RDA tax increment revenue	\$ 194,920,000 286,245,000 35,850,000	\$	169,690,000 274,185,000 5,675,000
Total Special Obligation Bonds		\$ 517,015,000	\$	449,550,000

On December 15, 2015, the City issued \$194,920,000 in Series 2015 Resort Tax Revenue Bonds for the purpose of providing funds to finance a portion of the costs of acquiring and constructing renovations to the Convention Center and related improvements and pay the costs of issuing the Series 2015 bonds. The Series 2015 bonds were issued with interest rates of 3.00% to 5.00% payable semiannually on March 1 and September 1.

In August 2007, the Resort Tax Refunding Bonds, Series 1996, were defeased. As a result, the outstanding balance of \$3,060,000 was removed from the governmental activities column of the statement of net position. At September 30, 2022, \$285,000 is still considered defeased.

On December 15, 2015 the City issued \$286,245,000 in Series 2015A Tax Increment Revenue and Revenue Refunding Bonds to provide for the current refunding of all of the Agency's Tax Increment Revenue Refunding Bonds, Series 2005B; finance certain costs of acquiring and constructing renovations to the convention center and certain other improvements; and pay costs of issuance of the Series 2015A bonds. The Series 2015A bonds were issued with interest rates of 4.00% to 5.00% payable semiannually on February 1 and August 1.

On December 15, 2015 the City issued \$35,850,000 in taxable Series 2015B Tax Increment Revenue Refunding Bonds to provide for the advance refunding of all of the Agency's Tax Increment Revenue Refunding Bonds, Taxable Series 1998A; provide for the current refunding of all of the Agency's Tax Increment Revenue Refunding Bonds, Taxable Series 2005A; and pay costs of issuance of the Series 2015B bonds. The Series 2015B bonds were issued with interest rates of 1.93% to 3.69% payable semiannually on February 1 and August 1. At September 30, 2022, did not have any defeased Tax Increment debt.

At September 30, 2022, debt service requirements to maturity for special obligation bonds are as follows:

	Special Obligation Bonds						
Fiscal Year							
Ending							
September 30	Principal	Interest	Total				
2023	\$ 12,155,000	\$ 22,027,697	\$ 34,182,697				
2024	11,885,000	21,480,725	33,365,725				
2025	12,480,000	20,876,975	33,356,975				
2026	13,115,000	20,242,850	33,357,850				
2027	13,785,000	19,576,475	33,361,475				
2028-2032	79,620,000	87,195,625	166,815,625				
2033-2037	102,005,000	64,802,625	166,807,625				
2038-2042	130,670,000	36,129,875	166,799,875				
2043-2045	73,835,000	5,344,175	<i>7</i> 9,1 <i>7</i> 9,1 <i>7</i> 5				
	449,550,000	297,677,022	747,227,022				
Plus: Net Unamortized							
Bond Premium	34,792,586	-	34,792,586				
	\$ 484,342,586	\$ 297,677,022	\$ 782,019,608				

For the fiscal year ended September 30, 2022, maximum annual debt service on the RDA tax increment bonds was \$21,729,597 and the tax increment revenues totaled \$53,915,935. Remaining outstanding principal and interest is \$460,817,972.

For the fiscal year ended September 30, 2022, maximum annual debt service on the Resort Tax bonds was \$12,454,750 and the Resort Tax revenues totaled \$117,307,417. Remaining outstanding principal and interest is \$286,409,050.

Revenue Bonds – Business-Type Activities

PARKING FUND

On December 15, 2015, the City issued \$58,825,000 in Parking Revenue Bonds, Series 2015. The Series 2015 Bonds are being issued for the purpose of providing funds to finance a portion of the costs of constructing a new parking facility and improvements to a surface parking lot to service the City's convention center, which is being renovated, and pay the costs of issuing the Series 2015 Bonds. The Series 2015 Bonds were issued with interest rates of 3.00% to 5.00% payable semiannually on March 1 and September 1, and will mature through September 1, 2045. At September 30, 2022, no Parking obligations were considered defeased.

Parking Revenue Fund indebtedness at September 30, 2022, is comprised of the following issued indebtedness:

Initial Issuance	Description	Outstanding Principal
\$58,825,000	Series 2015 Parking Revenue Bonds due in annual installments through 2045: interest at 3.00% - 5.00%	58,225,000
	Total bonds outstanding	\$58,225,000

The aggregate maturities of Long-Term Debt at September 30, 2022, are as follows:

	Bonded Debt						
Fiscal Year							
Ending							
September 30		Principal		Interest		Total	
2023	\$	1,110,000	\$	2,911,250	\$	4,021,250	
2024		1,165,000		2,855,750		4,020,750	
2025		1,220,000		2,797,500		4,017,500	
2026		1,280,000		2,736,500		4,016,500	
2027		1,345,000		2,672,500		4,017,500	
2028-2032		7,810,000		12,282,750		20,092,750	
2033-2037		9,975,000		10,125,000		20,100,000	
2038-2042		17,295,000		7,258,750		24,553,750	
2043-2045		17,025,000		1,730,250		18 <i>,75</i> 5,250	
		58,225,000		45,370,250		103,595,250	
Plus: Net Unamortized							
Bond Premium		4,769,050		-		4,769,050	
	\$	62,994,050	\$	45,370,250	\$	108,364,300	

PARKING FUND CONT'D

All parking revenue bonds are payable from and secured by a lien on and pledge of net revenues derived from the operation of the City's parking system. The total principal and interest remaining to be paid on all Parking bonds is \$103,595,250. Principal and interest paid for the current year and total customer net revenues were \$3,119,250 and \$25,436,880, respectively.

On August 4, 2020, the City entered into a direct borrowing loan agreement with one financial institution, which allowed the City to refinance the outstanding Parking Revenue Refunding Bonds Series 2010A and Series 2010B up to a maximum of \$32,431,335. The interest rate per annum equal to 1.850% computed based upon a 360-day year of twelve 30-day months on this loan agreement. The interest hereon in arrears on March 1 and September 1 of each year, commencing on September 1, 2020. The Loan is amortized over approximately 20 years with a final maturity date of September 1, 2040 but subject to mandatory tender for purchase on September 1, 2030. The revenue pledged to the loan is non-ad valorem covenant to budget and appropriated funding, however, the loan is paid with parking revenues and reported on the parking fund statement of net position. The parking fund debt covenant calculation as reported in the statistical section of this document, does not include this loan.

The aggregate maturities of Parking loans at September 30, 2022, are as follows:

	Direct Borrowing/Loan						
Fiscal Year Ending	D			T !			
September 30	Principal		Interest	Total			
2023	\$ 1,425,461	\$	557,711 \$	1,983,172			
2024	1,452,232		531,340	1,983,572			
2025	1,481,599		504,474	1,986,073			
2026	1,509,364		477,064	1,986,428			
2027	1,536,644		449,141	1,985,785			
2028-2032	8,110,859		1,809,096	9,919,955			
2033-2037	8,889,079		1,030,471	9,919,550			
2038-2040	5,741,304		213,676	5,954,980			
	\$ 30,146,542	\$	5,572,973 \$	35,719,515			

WATER AND SEWER FUND

On December 14, 2017, the City issued \$115,180,000 in Water and Sewer Revenue and Refunding Bonds, Series 2017. The bonds will be repaid solely from pledged revenues of the Water and Sewer system. They are registered transcripts and insured. The bonds were issued to construct various improvements and extensions to the Water and Sewer utility and to fully refund the Series 2000, Series 2006B-2, and Series 2006 as of September 30, 2018. Principal is payable annually, interest is payable semiannually, will mature serially through September 2047 and the issue bears interest of 3.00% to 5.00%.

On October 14, 2021, the City issued \$32,480,000 in Water and Sewer Revenue Refunding Bonds, Series 2021A. The bonds will be repaid solely from the pledged revenues of the Water and Sewer System. The proceeds of the Series 2021A Bonds were used, together with other legally available moneys, to (i) refund and prepay the City's (a) \$10,000,000 outstanding principal amount of the City of Miami Beach, Florida Water and Sewer Revenue Refunding Bonds, Taxable Series 2009J-1B and (b) \$30,000,000 outstanding principal amount of City of Miami Beach, Florida Water and Sewer Revenue Bonds, Taxable Series 2009J-1C and together with the Series 2009J-1B Bonds, and (ii) pay the costs of issuance of the Series 2021A Bonds and the refunding and prepayment of the Refunded Bonds. The Bonds were issued with interest rates of 3.00% to 5.00%, payable semi-

At September 30, 2022, none of the bonds outstanding are considered defeased.

annually on March 1 and September 1, and will mature serially

through September 2040.

Indebtedness of the Water and Sewer Fund at September 30, 2022, is as follows:

Initial Issuance	Description	Outstanding Principal
\$115,180,000	2017 Water & Sewer Revenue and Refunding Bonds Due in semi-annual installments through 2047: Interest at 3.00 - 5.00%	108,650,000
\$32,480,000	2021A Water & Sewer Revenue Bonds Due in semi-annual installments through 2040: Interest at 3.00 - 5.00%	32,480,000
	Total bonds outstanding	\$141,130,000

WATER AND SEWER FUND CONT'D

The aggregate maturities of long-term debt as of September 30, 2022, are as follows:

		В	Bonded Debt	
Fiscal Year				
Ending				
September 30	Principal		Interest	Total
2023	\$ 4,855,000	\$	6,330,500	\$ 11,185,500
2024	5,050,000		6,136,050	11,186,050
2025	5,210,000		5,988,550	11,198,550
2026	5,475,000		5,728,050	11,203,050
2027	4,180,000		5,454,300	9,634,300
2028-2032	22,140,000		23,947,250	46,087,250
2033-2037	23,695,000		18,521,875	42,216,875
2038-2042	30,350,000		13,531,550	43,881,550
2043-2047	40,175,000		6,222,250	46,397,250
	141,130,000		91,860,375	232,990,375
Plus: Net Unamortized				
Bond Premium	17,503,627		-	17,503,627
	\$ 158,633,627	\$	91,860,375	\$ 250,494,002

All water & sewer revenue bonds are payable from and secured by a lien on and pledge of net revenues of the water and sewer utility and to the extent provided in the bond resolution, from impact fees, and from all moneys held in the funds and accounts established under the bond resolution. The total principal and interest remaining to be paid on the bonds is \$232,990,375. Principal and interest paid for the current year and total customer net revenues were \$7,406,818 and \$37,133,906 respectively.



STORM WATER

On August 5, 2015, the City issued \$99,590,000 in Stormwater Revenue Bonds, Series 2015. The Series 2015 Bonds are being issued by the City for the purpose of providing funds to (i) finance a portion of the costs of certain capital improvements currently contemplated as part of the City's five year program to improve and enhance the effectiveness and reliability of the Stormwater Utility, and (ii) pay the costs of issuing the Series 2015 Bonds. The Series 2015 Bonds were issued with interest rates of 2.00% to 5.00% payable semiannually on March 1 and September 1 and will mature serially through

September 1, 2045. The Series 2015 Bonds will be repaid solely from pledged revenues of the Stormwater System.

On December 22, 2017, the City issued \$156,550,000 in Stormwater Revenue and Refunding Bonds, Series 2017. The bonds will be repaid solely from pledged revenues of the Water and Sewer system. The bonds were issued to construct various improvements and extensions to the Stormwater utility and to partially advance refund (~92.8%) the Series 2011A and Series 2011B obligations as of September 30, 2018. Principal is payable annually, interest is payable semiannually, and the issue bears interest of 3.00% to 5.00%.

At September 30, 2022, none of the bonds outstanding are considered defeased. Indebtedness of the Storm Water Fund at September 30, 2022, is as followS:

Initial Issuance	Description	Outstanding Principal
\$99,590,000	2015 Storm Water Revenue Bonds Due in annual installments through 2045: Interest at 2.00% - 5.00%	96,950,000
\$156,550,000	2017 Storm Water Revenue and Refunding Bonds Due in annual installments through 2047: Interest at 3.00 - 5.00%	149,630,000
	Total bonds outstanding	\$246,580,000

The aggregate maturities of long-term debt at September 30, 2022 are as follows:

		Bonded Debt	
Fiscal Year Ending			
September 30	Principal	Interest	Total
2023	\$ 5,505,000	\$ 11,231,794 \$	16,736,794
2024	5,770,000	10,965,169	16,735,169
2025	6,050,000	10,683,669	16,733,669
2026	6,345,000	10,388,369	16,733,369
2027	6,655,000	10,078,619	16,733,619
2028-2032	38,270,000	45,407,013	83,677,013
2033-203 <i>7</i>	46,520,000	37,153,263	83,673,263
2038-2042	58,420,000	25,246,500	83,666,500
2043-2047	73,045,000	10,632,650	83,677,650
	246,580,000	171,787,046	418,367,046
Plus: Unamortized			
Premium	17,741,060	-	17,741,060
	\$ 264,321,060	\$ 171,787,046 \$	436,108,106

STORM WATER CONT'D

All storm water revenue bonds are payable from and secured by a lien on and pledge of net revenues of the stormwater utility and from all moneys held in the funds and accounts established under the Bond Resolution. The total principal and interest remaining to be paid on the bonds is \$418,367,045. Principal and interest paid for the current year and total customer net revenues were \$16,735,219 and \$25,781,442 respectively.

LOANS

Fleet Loan:

On December 5, 2018, the City entered into an equipment loan agreement which allows the City to be reimbursed the purchase of vehicles and other equipment. The aggregate loan amount is for \$15,000,000 with funding available in \$500,000 disbursements. For advances payable over 60 months, the interest rate is the 3-year constant maturity Treasury Index multiplied by 75.50% plus 0.72%, for advances payable over 84 months, the interest rate is the 5-year constant maturity U.S. Treasury Index multiplied by 75.50% plus 0.71%, and for advances payable over 108 months, the interest rate is the 7 year constant maturity U.S. Treasury Index multiplied by 75.50% plus 0.94%.

At September 30, 2022, the City was indebted for \$10,310,356. These loans are recorded in the fleet internal service fund.

The aggregate maturities of loans at September 30, 2022, are as follows:

	Direct Borrowing/Loan										
Fiscal Year Ending September 30		Principal		Interest		Total					
2023	\$	2,915,997	\$	183,585	\$	3,099,582					
2024		2,563,052		133,539		2,696,591					
2025		2,169,01 <i>7</i>		89,912		2,258,929					
2026		1,781,037		50,516		1,831,553					
2027		881,253		16,959		898,212					
	\$	10,310,356	\$	474,511	\$	10,784,867					

Energy Saving Obligation:

On August 4, 2020, the City entered into a direct borrowing loan agreement with one financial institution which allowed the City to refinance the outstanding equipment lease for the Energy Saving Obligation, up to a maximum of \$7,155,665. The interest rate per annum equal to 1.850% computed based upon a 360-day year of twelve 30-day months on this loan agreement. The City shall pay the bank interest hereon in arrears on March 1 and September 1 of each year, commencing on September 1, 2020. The revenue pledged and source of repayment to the loan is non-ad valorem covenant to budget and appropriated funding. This portion of the loan is expected to be repaid over a period of approximately 5 years.

LOANS CONT'D

Fiscal Year		 Direct Borrowing/Loan										
Ending												
September 30	Principal	Interest		Total								
2023	\$ 1,591,784	\$ 82,024	\$	1,673,808								
2024	1,681,436	52,576		1,734,012								
2025	1,160,496	21,469		1,181,965								
•	\$ 4,433,716	\$ 156,069	\$	4,589,785								
=												

CLEAN WATER STATE REVOLVING LOAN

On November 12, 2014, the City of Miami Beach entered into the Clean Water State Revolving Fund Loan Agreement with the State of Florida Department of Environment Protection. On November 24,2020 Amendment No.1 to the Loan Agreement was executed. The semiannual loan payment amount is based on the total amount of \$7,697,180 which consist of the Loan principal, accrued Capitalized Interest plus the Loan Service Fee. Loan payments commenced on February 15, 2018 and semiannually thereafter on August 15 and February 15 of each year until all amounts due have been fully paid. The interest rate on this loan is 1.62% per annum. Loan disbursements from the State to the City will be made for reimbursements of allowable costs. As of September 30, 2022, \$7.5 million of allowable costs have been incurred by the City and \$7.5 million has been reimbursed from the State. The loan is recorded as a loan payable in the governmental activities of the City's government wide statements. The loan is secured by the Stormwater fund's pledged revenues and will be repaid with such funds.

The outstanding principal balance reported at September 30, 2022 is \$5,906,888. The aggregate maturities of the loan at September 30, 2022, are as follows:

		Direct Borrowing/Loan									
Fiscal Year					Pres	ent Value of the					
Ending	Mi	nimum Lease			٨	Ninimum Lease					
September 30		Payments		Interest		Payments					
2023	\$	350,883	\$	94,276	\$	445,159					
2024		356,590		88,569		445,159					
2025		362,390		82,769		445,159					
2026		368,285		76,874		445,159					
2027		374,275		70,884		445,159					
2028-2032		1,964,698		261,097		2,225,795					
2033-2037		2,129,767		96,030		2,225,797					
	\$	5,906,888	\$	<i>77</i> 0,499	\$	6,677,387					



DEBT AUTHORIZED BUT NOT ISSUED

As of September 30, 2022, the City has authorized but not issued the following:

On November 6, 2018, the electorate of the City of Miami Beach approved the issuance of \$439,000,000 of general obligation bonds, consisting of (i) \$169,000,000 for parks, recreational facilities, and cultural facilities, (ii) \$198,000,000 for neighborhoods and infrastructure, and (iii) \$72,000,000 for police, fire, public safety, and security improvements. As the overall \$439 million General Obligation Bond (GOB) program will be implemented over a period of approximately 10 to 12 years, rather than all at once.

On November 8, 2022, the electorate of the City of Miami Beach approved the issuance of \$159,000,000 of general obligation to improve facilities for resiliency of arts and cultural institutions throughout the City, including museums, performance venues, artistic playgrounds, senior/cultural centers, botanical garden, aquatic sculpture park, and related artist/workforce housing. As of September 30, 2022, \$159,000,000 was unissued.

CONDUIT DEBT

The Health Facility Authority, as described under Note 1 of the Annual Comprehensive Finnancial Report, is authorized to issue bonds to fulfill its purpose. Bonds issued by the Authority shall not be deemed to constitute debt of the City. As a result, the bonds are not recorded in the Authority's financial statements.

Total conduit debt outstanding at September 30, 2022 are as follows:

Issue Name	Original Issue Date	Principal Oustanding
City of Miami Beach Health Facilities Authority, Hospital Revenue Bonds Series 2012 Series 2014 Series 2021 Series 2021	\$ 132,285,000 170,895,000 31,775,000 142,910,000	\$ 7,785,000 131,050,000 31,775,000 142,910,000
Total	\$ 477,865,000	\$ 313,520,000

On November 15, 2022 the Authority issued Series 2022 for Mount Sinai Medical Center of Florida and paid off the Series 2021.

LONG-TERM DEBT SUMMARY

At September 30, 2022 Governmental activities had a net debt decrease of \$21 million or 3.1% while business-type activities debt decreased by \$17.4 million or 3.5%.

During fiscal 2022, the City implemented GASB 87 Leases. This Statement establishes standards of accounting and financial reporting for leases by lessees and lessors. This statement categorized leases as either short-term or long-term obligations and required the recording of specific classifications of assets or liabilities and disclosures for lessees and lessors accordingly.



Outstanding Debt General Obligation, Special Obligation, Revenue Bonds and Loans (in thousands)

	Governmental activities			Business-type activities					Total			
		2021*		2022		2021		2022		2021		2022
General obligation	\$	162,990	\$	158,600	\$	0	\$	0	\$	162,990	\$	158,600
Special obligation		461,235		449,550		0		0		461,235		449,550
Revenue bonds		0		0		460,310		445,935		460,310		445,935
Loans		21,620		20,651		0		0		21,620		20,651
Other debt		<i>7</i> ,110		4,060		32,446		30,147		39,556		34,207
Lease Liability		19,313		18,403		126		<i>7</i> 1		19,439		18,474
Total	\$	672,268	\$	651,264	\$	492,882	\$	476,153	\$	1,165,150	\$	1,127,417



Want even more Information? Please refer to the City's Annual Comprehensive Financial Report (ACFR) located at:

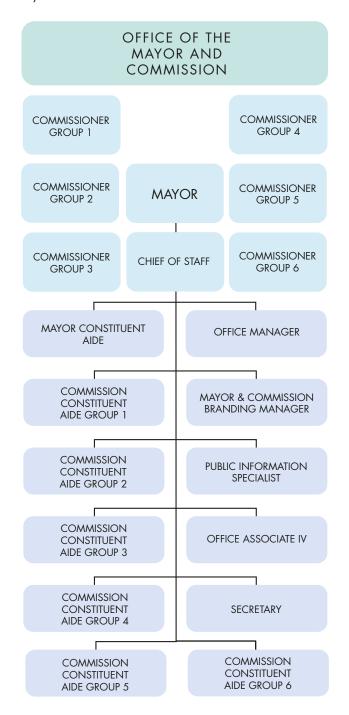
https://www.miamibeachfl.gov/city-hall/finance/financial-documents/



MAYOR & COMMISSION

DEPARTMENT MISSION STATEMENT

We are dedicated to developing policy and providing direction to meet the needs of constituents by providing leadership that enhances and improves the quality of life for those who live, work, and play in the City of Miami Beach.



DEPARTMENT DESCRIPTION

The City of Miami Beach operates as a "Council/City Manager" form of government. The Miami Beach City Commission consists of a Mayor and six Commissioners who serve as the Legislative branch of the City of Miami Beach government. On a rotating basis, the Commission selects one of its members to serve as Vice Mayor for a three month term. Voters elect the Mayor and Commissioners as citywide representatives through non-partisan elections held in odd-numbered years with the Mayor elected to serve two-year terms with a limit of three consecutive terms. Commission terms are staggered so that not all Commissioners are up for reelection at the same time.

As elected officials, the Mayor and Commissioners respond to citizens who seek their assistance in matters involving the governance and operation of the City of Miami Beach. Through the enactment of ordinances and resolutions, the review and approval of bids and contracts, and the awarding of certificates and proclamations, the City Commission works to improve quality of life, economic development, and enhanced communication between city government and the community.

Working to complement the efforts of the City Commission, office personnel serve to bridge elected officials to their constituency as well as working directly with the City Administration to address the problems and issues brought forth by the community. Customer service and timely responsiveness are the key responsibility of all staff members.

FISCAL ENVIRONMENT

The Office of the Mayor and Commission is supported by the General Fund. The General Fund charges an administrative fee to Enterprise Fund departments, the North Beach Community Redevelopment Agency (CRA), the City Center Redevelopment Agency (RDA), and Resort Tax Fund to cover the cost of various administrative support functions provided by the General Fund.

BUSINESS ENVIRONMENT

The Office of the Mayor and Commission holds Commission Meetings and Commission Workshops to discuss and decide on issues facing the City of Miami Beach. Commissioners also serve on the Commission Committees (Public Safety and Neighborhood Quality of Life, Finance and Economic Resiliency Committee, and Land Use and Sustainability) and discuss referral items as well as gather community input.

In addition, Mayor and Commissioners work on issues affecting the City of Miami Beach and Miami-Dade County as a whole by serving on Non-City Commission Committees including the Miami-Dade League of Cities, Southeast Florida Regional Climate Change Compact, Beacon Council, Miami-Dade Transportation Planning Organization, Miami-Dade Tourist Development Council, Greater Miami Convention and Visitors Bureau, South Florida East Coast Corridor Coalition, International Women's Forum, and Citizens Oversight Committee.

MAYOR & COMMISSION

CRITICAL SUCCESS FACTORS

Focus on Customer Service. Although the City of Miami Beach has a City Manager form of government, the Office of the Mayor and Commission plays an integral role in channeling the concerns and perspectives of the community to the appropriate administrative agencies. The Mayor and Commission Office staff is charged with responding to a large volume of telephone calls, electronic, and written correspondence. These responses are handled by both our elected officials and their office staff, which acts on behalf of individual Commissioners or the Office of the Mayor and Commission as a whole.

Continued coordination and communication between the Office
of the Mayor and Commission and City Manager's Office in
order to ensure timely and accurate constituent service, as well
as the necessary information for policymakers to base their
decisions on.

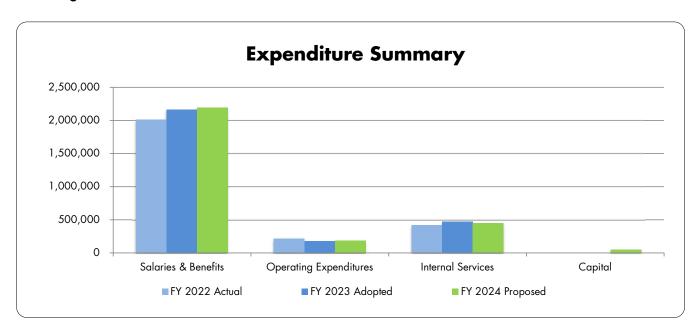
FUTURE OUTLOOK

As it pertains to the handling of constituent concerns, it is the goal of the Office of the Mayor and Commission staff to work with the City Administration in order to improve response-related issues, such as response turnover time for incoming communications.

DEPARTMENT FINANCIAL SUMMARY - GENERAL FUND FY 2022 FY 2023 FY 2024 FY 2021 **Expenditure Area** Actual Actual **Adopted Proposed** 1,951,233 2,014,097 2,161,000 2,192,000 Salaries & Benefits 215,797 179,000 189,000 Operating Expenditures 129,790 469,000 Internal Services 341,000 417,000 453,000 Capital 45,000 Total 2,422,023 2,646,893 2,809,000 2,879,000

Total Budgeted Positions

21.00 + 1.00 PT 21.00 + 1.00 PT 21.00 + 1.00 PT 21.00 + 1.00 PT



MAYOR & COMMISSION

BUDGET HIGHLIGHTS

• A significant component of the increase in personnel expenditures for all departments is attributed to increases in employee-related costs that include a three percent cost of living adjustment effective April 2024, excluding the American Federation of State, County, and Municipal Employees (AFSCME) which is effective May 2024, as well as a maximum of three percent merit increase for all employees, except members of the Fraternal Order of Police (FOP) and International Association of Fire Fighters (IAFF) which include a five percent step increase. Merit and step increases apply within existing pay ranges. A ten percent increase in the City's premiums for health insurance for all employees is also included.

BUDGET HIGHLIGHTS CONT'D

- Personnel services expenditures increased by \$31,000, or 1.4%. This is primarily due to increases in salaries and wages resulting from applicable merit increases and cost of living adjustments, as well as increases in the City's premiums for health insurance for all employees budgeted in FY 2024.
- Operating expenditures increased by \$10,000, or 5.6%, based on anticipated department needs in FY 2024.
- Internal services expenditures decreased by \$16,000. This is due to decreases in Information Technology and Central Services usage totaling \$47,000, which is offset by a \$31,000 increase in Property Management and Risk Management services.
- Capital expenditures increased by \$45,000 for furniture and fixtures that may be needed for any new elected officials/staff based on the results of the upcoming November election.







DEPARTMENT MISSION STATEMENT

The Office of the City Attorney (CAO) is dedicated to providing quality legal services to the Mayor, City Commissioners, City Manager, City departments, and over forty (40) boards and committees, consistent with the goals and objectives of the City Commission.

DEPARTMENT DESCRIPTION

Under the supervision and direction of the City Attorney, the CAO prepares or reviews all ordinances, resolutions, contracts, bonds, and other written instruments involving the City. The Office of City Attorney also prosecutes or defends, for and on behalf of the City, all complaints, suits, and controversies in which the City is a party.

The Office of the City Attorney is currently comprised of the City Attorney, fifteen (15) full-time attorneys, and ten (10) administrative support staff, including the City's municipal prosecution team, which consists of two (2) attorneys and one assistant.

OFFICE OF THE MAYOR AND COMMISSION

CITY ATTORNEY

CHIEF DEPUTY CITY ATTORNEY

Litigation & Enforcement

Practice Areas:

Civil Rights & Constituional Law, Police & Code Enforcement, Municipal Prosecutors, Labor Relations, Risk Management, Disability & Employment Law, Personal Injury, General Litigation/Appeals, Office of Inspector Genereal (OIG)

FIRST ASST. CITY ATTORNEY Police Legal Advisor, Code Enforcement, Legislation, General Litigation/Appeals, OIG

FIRST ASST. CITY ATTORNEY Federal/State Litigation, Appeals, Constitutional & Civil matters

SR. ASST. CITY ATTORNEY Municipal Prosecutor, Police & Code Enforcement, General Litigation

SR. ASST. CITY ATTORNEY Federal & State Litigation

ASST. CITY ATTORNEY Federal & State Litigation, Appeals

DEPUTY CITY ATTORNEY Legislation & Land Use

Practice Areas:

Land Use, Zoning, Legislation, Elections, Ethics, Environment & Sustainability, Special Taxing Districts

SR. ASST. CITY ATTORNEY Legislation, Environment & Sustainability, General Ligitigation/Appeals

ASST. CITY ATTORNEY

Municipal Prosecutor

DEPUTY CITY ATTORNEY Regulatory & Commercial

Practice Areas:

Finance, Building/Fire, Public Works, Special Magistrate Proceedings, Collections & Garnishments

DEPUTY CITY ATTORNEY Transactional Law

Practice Areas:

Transactions, Capital
Improvements, Real Estate,
Economic Development,
Tourism & Culture, Procurement,
Governmental Services
(Transportation, Parking, Parks,
Housina)

SR. ASST. CITY ATTORNEY Transactions, Real Estate, Procurement, Public Works, and General Governmental Servicess

ASST. CITY ATTORNEY Transactions, Procurement Legal Advisor

ASST. CITY ATTORNEY Municipal Prosecutor

FISCAL ENVIRONMENT

The Office of the City Attorney is supported by the General Fund. The General Fund charges an administrative fee to Enterprise Fund departments, the Redevelopment Agency (RDA), the North Beach Community Redevelopment Agency (CRA), and the Resort Tax Fund to cover the cost of various administrative support functions provided by the General Fund.

Litigation expenses and litigation outside counsel fees, in those limited matters where outside counsel is required, are paid through the Risk Management Fund. Other specialized matters requiring outside counsel from time to time, such as complex real estate/commercial transactions, elections matters, labor/collective bargaining, and bond counsel, and the like, are either taken into account as part of the City Attorney's annual budget review process, or are otherwise funded by the appropriate City department with responsibility for the matter.

In order to offset legal expenses, the City Attorney has initiated the following measures:

- Whenever possible, require developers and/or other parties proposing time-sensitive (and usually complex) real estate and/ or commercial transactions to the City, to reimburse the City's legal costs, up to an agreed amount
- Periodic review of cases being handled by outside counsel to determine what can be brought in-house

SIGNIFICANT ACCOMPLISHMENTS

- Received a favorable ruling from 11th Circuit Court of Appeals in Club Madonna case, upholding the constitutionality of the City's ordinance seeking to curb the exploitation of underage dancers in strip clubs
- Received a favorable ruling in state court emergency injunction proceeding challenging the City's March 23, 2022 State of Emergency declaration and weekend curfew for areas south of 23rd Street, following multiple shootings
- Obtained a Summary Judgment in favor of the City in federal district court in a First Amendment case, McGriff v. CMB, regarding Memorial Day weekend programming
- Obtained a Summary Judgment in favor of the City in federal district court in 2 police civil rights cases and dismissals of 7 employment discrimination cases
- Expanded the municipal prosecution program to prosecute certain misdemeanor offenses as municipal ordinance violations, and implemented the Justice Advocate Program for monitoring cases involving offenders of special concern

SIGNIFICANT ACCOMPLISHMENTS CONT'D

- Successfully negotiated and finalized over 500 contracts, including major projects subject to voter approval, such as the development agreements and ground leases for two Lincoln Lane Class A office projects
- Finalized closing for conveyance of 3.0 acre "Canopy Park" to the City, as well as the Closing of the right-of- way conveyance approved for the redevelopment of the Seagull hotel property, resulting in City receiving first 2 installment payments of \$5 million
- Finalized lease and lease amendments for the Collins Park Workforce Housing Project, the first public-private partnership for workforce housing in the City of Miami Beach
- Researched and drafted Ordinance to provide tenants with 60 days' notice of rent increases, legislation which was subsequently adopted by Miami-Dade County, Orange County, Palm Beach County, and other local governments
- Restructured Sidewalk Café Program from a regulatory permitbased framework to a contract concession framework, and obtained favorable state court ruling affirming validity of the contract-based model that provides City with greater control over it's right of way areas
- Researched and drafted ordinance reforming the automatic stay procedures for land use appeals, to discourage abusive litigation while safeguarding due process

FUTURE OUTLOOK

The City Attorney's Office looks forward to continuing to fully support and defend the City's numerous priorities and initiatives.

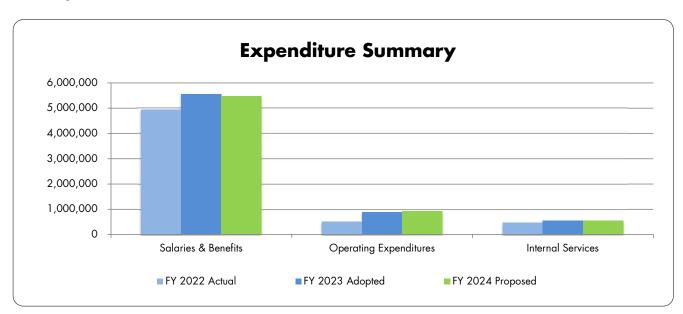
DEPARTMENT FINANCIAL SUMMARY - GENERAL FUND

	FY 2021	FY 2022		FY 2023	FY 2024
Expenditure Area	Actual	Actual		Adopted	Proposed
Salaries & Benefits	4,206,862	4,940,43	4	5,565,000	5,485,000
Operating Expenditures	1,116,628	501,68	3	890,000	919,000
Internal Services	517,000	458,00	0	555,000	551,000
Total	\$ 5,840,490	\$ 5,900,110	6 \$	7,010,000	\$ 6,955,000

Total Budgeted Positions

Total Budgeted Positions

24.00 + 0.00 PT 27.00 + 0.00 PT 27.00 + 0.00 PT 26.00 + 0.00 PT



OFFICE OF THE CITY ATTORNEY - GENERAL FUND										
		FY 2021	I	FY 2022		FY 2023		FY 2024		
Expenditure Area		Actual		Actual		Adopted		Proposed		
Salaries & Benefits		4,206,862		4,861,627		5,175,000		5,151,000		
Operating Expenditures		1,116,628		441,638		790,000		761,000		
Internal Services		<i>517</i> ,000		458,000		555,000		520,000		
Total	\$	5,840,490	\$	5,761,265	\$	6,520,000	\$	6,432,000		

Total Budgeted Positions 24.00 + 0.00 PT 24.00 + 0.00 PT 24.00 + 0.00 PT 23.00 + 0.00 PT

MUNICIPAL PROSECUTION PR	ROGAM - GENERA	AL FUND*			
	FY 20)21	FY 2022	FY 2023	FY 2024
Expenditure Area	Actu	ıal	Actual	Adopted	Proposed
Salaries & Benefits		0	78,807	390,000	334,000
Operating Expenditures		0	60,045	100,000	158,000
Internal Services		0	0	0	31,000
Total	\$	0 \$	138,852	\$ 490,000	\$ 523,000

3.00 + 0.00 PT

3.00 + 0.00 PT

0.00 + 0.00 PT

3.00 + 0.00 PT

^{*}The Municipal Prosecution Program approved by the City Commission mid-year of FY 2022.

BUDGET HIGHLIGHTS

- A significant component of the increase in personnel expenditures for all departments is attributed to increases in employee-related costs that include a three percent cost of living adjustment effective April 2024, excluding the American Federation of State, County, and Municipal Employees (AFSCME) which is effective May 2024, as well as a maximum of three percent merit increase for all employees, except members of the Fraternal Order of Police (FOP) and International Association of Fire Fighters (IAFF) which include a five percent step increase. Merit and step increases apply within existing pay ranges. A ten percent increase in the City's premiums for health insurance for all employees is also included.
- Personnel services expenditures decreased by \$80,000, or 1.4%. This is primarily due to personnel changes and the elimination of a full-time Office Associate IV position further detailed below, which were partially offset by increases attributed to applicable cost of living adjustments, merits, and increases in the City's premiums for health insurance budgeted citywide in FY 2024.

BUDGET HIGHLIGHTS CONT'D

- Operating expenditures increased by \$29,000, or 3.3%. This
 is primarily due to an increase in funding of \$35,000 for legal
 representation at weekend and holiday bond hearings related to
 the municipal prosecution program, which is partially offset by
 a combined decrease of \$6,000 in miscellaneous departmental
 operating expenditures based on anticipated needs in FY 2024.
- Internal services expenditures decreased by \$4,000, or 0.7%, primarily due to decreases in Property Management, Information Technology, and Central Services usage totaling \$21,000 combined, which were mostly offset by a \$17,000 increase in Risk Management services.

FY 2024 Reductions/Efficiencies

 The FY 2024 budget includes a \$64,000 recurring efficiency identified by the City Attorney's Office that would eliminate a full-time Office Associate IV position.



DEPARTMENT MISSION STATEMENT

We are dedicated to performing as the secretary and custodian of the City Seal, compiling official City Commission, Redevelopment Agency (RDA), and North Beach Community Redevelopment Agency (NBCRA) agendas and after-action reports (minutes), providing quality print, copy and mail services, and serving as a facilitator in providing public records and information expeditiously to the City Commission, the public, City staff, and other governmental agencies.

DEPARTMENT DESCRIPTION

The Office of the City Clerk provides a high level of customer service professionally and courteously, making public information easily accessible using the latest technology, and making the experience a satisfying one. The Office of the City Clerk's responsibilities are reflected in the attached Table of Organization.

Central Services provides a high level of internal customer service professionally and courteously while performing the following tasks: sorting, processing, and distributing U.S. Mail and interoffice mail, delivery services, printing, copying, and binding services.

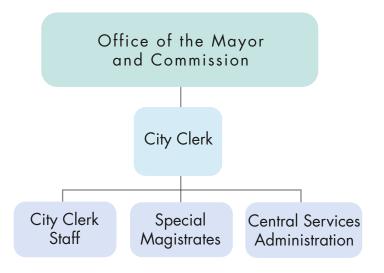
The Clerks of the Special Magistrate serve as the official secretary to the Special Magistrates. The Special Magistrates issue orders having the force of law commanding whatever steps are necessary to bring a violation into compliance. The Special Magistrates hear cases brought before them by the Building, Code Compliance, Parking, Parks and Recreation, Police/Marine Patrol, and Fire Departments. In addition, the Special Magistrates hear Historic Preservation Board Appeals, License Revocation Hearings, Short-Term Rentals, and Red-Light Camera Violations.

FISCAL ENVIRONMENT

The Office of the City Clerk is supported by the General Fund. The General Fund charges an administrative fee to Enterprise Fund departments, the Redevelopment Agency (RDA), the North Beach Community Redevelopment Agency (NBCRA), and the Resort Tax Fund to cover the cost of various administrative support functions provided by the General Fund.

The following fees collected by the Office of the City Clerk also support the costs of the Office: lobbyist registration, domestic partnership, Special Magistrate revenues, public record requests and copying, and City candidate qualifying fees.

Central Services is an internal service funded division. Services provided are allocated and charged to departments based on the specific services provided.



BUSINESS ENVIRONMENT

The Office of the City Clerk and Special Magistrates have numerous responsibilities that are derived from the City Charter, City Code, or administratively. The Office interacts with other departments in the City and the public via face-to-face contact, telephone, email, virtually, and through our website.

Central Services' customers are all City departments, and their goal is to provide excellent in-house services such as sorting and distributing U.S. Mail, copying, printing, binding, delivery, and inter-office mail processing. Central Services is the principal courier package-processing center for City departments. Central Services provides vehicle pool services for any department needing to use a City vehicle.



SIGNIFICANT ACCOMPLISHMENTS

City Clerk

- The Office of the City Clerk ensured: 1) That all required legal postings were distributed in compliance with State law and City policy; 2) The accurate accumulation, accessibility, and preservation of official City documents; 3) The accurate and timely preparation of City Commission, Redevelopment Agency (RDA), and North Beach Community Redevelopment Agency (NBCRA) meeting after-actions (minutes); and 4) The compliance with the Florida Public Records Act, also known as F.S. 119
- To maximize public access and transparency, the Office
 of the City Clerk incorporated all meeting notices that are
 legally required to be published in newspapers, on its publicly
 accessible website, providing a single point-of-access to this
 information for both internal and external users
- Provided support to the City Commission as they work to serve the residents of Miami Beach: Every division within the Office of the City Clerk strives to support the Mayor and City Commission as they work to serve the residents of Miami Beach. One important way this was accomplished was by providing public access to information relating to the legislative process. Over the next year, the Department will continue to accomplish this goal by focusing on the implementation of a new agendaautomated system that will enhance the current level of service and information provided to the public.
- <u>Elections</u>: Successfully conducted the August 23, 2022 Special Election; November 8, 2022 Special Election to Fill Vacancy & Special Election for Referendums; and the December 6, 2022 Run-Off Election to Fill Vacancy

The Office of the City
Clerk is a service-oriented
team of professionals
working in partnership
with the community,
commission, and
employees.

SIGNIFICANT ACCOMPLISHMENTS CONT'D

- Administration: Conducted and completed an organizational redesign that will provide improved service delivery, employee professional development, and succession management over the next five years
- <u>August 23, 2022, Special Election:</u> The Office of the City Clerk assisted the Miami-Dade County Elections Department in preparing and running Early Voting at City Hall and the North Shore Branch Library locations. This Special Election included six City of Miami Beach referendum questions.
- November 8, 2022, Special Election to Fill Vacancy in Group II & Special Election for Referendums: On June 22, 2022, Commissioner Mark Samuelian passed away and left the City Commission with a vacant seat. This unexpected death had the City Commission make the difficult choice of either appointing someone to fill the seat until the next General Election in 2023 or calling for a Special Election to have the winner serve Commissioner Samuelian's remaining term. The City Commission chose to conduct a Special Election. The timing of this Special Election had the Office of the City Clerk and the Miami-Dade County Department of Elections work closely to see when an election could be held. The City of Miami Beach conducts its General Elections on odd years, so in a year when the Office of the City Clerk normally focuses on other services, it had an election as the central focus of services during the latter part of the year. In addition, the election also included 8 ballot questions, which the Office of the City Clerk assisted in proofreading and translating into Spanish. During the Special Election to fill the vacancy, the City Clerk served as the Qualifying Officer, provided updated information throughout the election period, provided coordination with the Supervisor of Elections, and provided onboarding support for the newly elected official.
- December 6, 2022, Run-Off Election to Fill Vacancy: The short notice of the necessary November 8, 2022 Election left even less time and Election Department resources for a Run-Off Election. At the time it was not known whether a Run-Off Election would be needed although it had to be planned for. The difficulties in scheduling the Run-Off Election had an unprecedented characteristic in that Early Voting would not be available. The Office of the City Clerk had to specify in ads and social media that there would not be Early Voting. This Office worked closely with the Office of Marketing and Communications to get the word out that the Run-Off Election could only accommodate Vote-by-Mail and Election Day voting.

SIGNIFICANT ACCOMPLISHMENTS CONT'D

- Produced a 2022 Candidate Information Handbook that was provided to all candidates for the City of Miami Beach elected office. The Handbook was designed to be a single source of answers to questions candidates and campaigns might have while running for office in Miami Beach, whether to reference relevant election laws or simply check filing deadlines.
- The Office of the City Clerk engaged in outreach efforts with candidates and campaigns by sending periodic communications throughout the election cycle. These emails included status reports about early voting and turnout statistics, highlighted upcoming election deadlines, and provided reminders about relevant election laws.
- Drafted the Official Actions of the City Commission Relating to the August 23, 2022 and November 8, 2022 Special Elections, to provide election information and present residents with the ballot questions
- Engaged in outreach efforts with Political Committees and Electioneering Communication Organizations interested in participating in the 2022 Miami Beach Special Elections and Special Election to Fill Vacancy, including reminders for the Campaign Finance Report due dates, answering questions regarding forms and submittals, and issuing fines to late submittals of reports
- Designed a new webpage for the 2022 Special Elections to provide the public with access to information, including candidate election forms and financial reports. All electionsrelated documents, including candidate qualification papers, campaign finance reports, and certified election results were promptly made available for public access on the Elections webpage.
- <u>City Commission Agenda Preparation:</u> Produced and posted City Commission agenda materials for 28 Commission meetings, retreats/special meetings, and workshops; oversaw the agenda preparation process and updated the City's webpage
- After Actions: Accurately recorded, produced, transcribed, and preserved 28 detailed after-action reports (minutes) for Commission meetings, retreats, special meetings, and workshops
- Ordinance and Resolution Registry: Maintained a webbased Ordinance and Resolution registry to provide an easy research tool for the public. Processed 72 Ordinances and 485 Resolutions. The information is available at: https://www. miamibeachfl.gov/city-hall/city-clerk/public-records-request/.
- <u>City Code</u>: Administered the electronic publication of the City of Miami Beach Code of Ordinance. The City Code is available at:https://library.municode.com/fl/miami_beach/codes/ code of ordinances.

SIGNIFICANT ACCOMPLISHMENTS CONT'D

- <u>Public Records Requests:</u> Responded to 134 public records requests (PRRs) directed at the Office of the City Clerk. The Office coordinated and monitored the response to 5,705 Citywide PRRs to ensure a prompt response. The Office of the City Clerk improved government transparency through a searchable database of the most frequently requested public records online, and assisted staff with the research of official records.
- In coordination with the Information Technology Department, the Office of the City Clerk implemented the JustFOIA web-based records request software. This initiative has been immensely popular with customers because of its ease of use and the fact that records can be produced electronically. Customers who request Public Records have been especially pleased with the new system since they no longer have to pay by physical check or come to City Hall to pay with a credit card. Payments can be made electronically via the JustFOIA portal, improving security and providing daily transaction reports.
- <u>Laserfiche/Scanning</u>: Scanned, indexed, quality-controlled, and published all LTCs, Lobbyists Affidavits, Ordinances, and Resolutions into Laserfiche; giving the public web-based access to all these documents. Continued the digitizing of historical records.
- Board and Committees: Coordinated all board and committee appointments by the City Commission, continued to maintain technology to make civic participation easier through the online application process, monitored attendance of all members, and updated the Board and Committee Handbook
- Maintained records for 41 boards and committees with 345 members. Processed 140 new board and committee applications and 259 appointments. Posted on the Office of the City Clerk's webpage a searchable database of all boards and committees weekly.
- Created and posted on the Office of the City Clerk's webpage
 a database of the current board and committee openings to
 assist residents wishing to become involved in City government.
 Produced the board and committee quarterly attendance reports
 and the board and committee biannual reports. Generated the
 board and committee minority report.
- <u>Lobbyists:</u> Maintained lobbyist registration information. Registered 267 (for profit and non-for-profit) lobbyists with 596 new issues. Generated lobbyist information for elected officials and the administration, collected annual registration fees and per-issue fees, and processed annual financial reports as mandated by the City Code.

SIGNIFICANT ACCOMPLISHMENTS CONT'D

- <u>Letter to Commission (LTC)</u>: The Office of the City Clerk processed, emailed, and digitized 535 Letters to Commission in 2022
- Annual Reports: Processed Outside Employment, Gift Disclosure, Financial Disclosures, and Lobbyist Expenditure Forms, as required by the State, the County, and the City
- <u>Public Notices</u>: Ensured that legal noticing requirements were met. Completed and forwarded for newspaper publication the required legal notices within the statutory time requirements for public hearings. Published the following advertisements: 52 meeting notices, 159 public hearing notices, and 113 election information notices.
- Special Magistrate: Processed 535 Code Violation Appeals, 70 Short Term Rental Appeals, 35 Noise Violation Appeals, 501 Building Violations, 505 Code Violations, 114 Code Liens/Releases/Partial Releases, 302 Building Liens/Releases/ Partial Releases, 2 Red Light Camera Hearings, and 5 Short Term Rental Liens/Releases/Partial Releases
- <u>Records Retention</u>: Coordinated the records retention and destruction program for all City departments. Reviewed and monitored retention schedules, and identified documents eligible for destruction. Destroyed 836 cubic feet of records in FY 2022. Assisted the following City departments/divisions with records destruction: City Clerk, Special Magistrate, Public Works, Procurement, Fire, Finance, Code Compliance, Central Services, and Building.
- Meeting Calendar: Maintained electronic calendar of all public meetings. Posted electronically and in 5 City Hall bulletin boards records of all meeting notices.

SIGNIFICANT ACCOMPLISHMENTS CONT'D

- Webpage: Enhanced communications with residents by improving and continuously updating the City Clerk's website content related to the Commission and Committee Meetings, Elections, Boards and Committees, Public Hearings, Public Records, and the City Calendar
- <u>Education</u>: Participated in educational programs through the International Institute of Municipal Clerks and the Florida Association of City Clerks

Central Services

- <u>Copier Equipment</u>: Central Services Division operates high-speed, high-volume photocopiers, and a digital color duplicator that reproduces professional results. These machines not only copy but also collate and staple finished documents, achieving cost-effective digital reproduction of printed materials.
- Printing Production: Central Services Division received 1,250 print jobs in FY 2022 and produced 2,700,000 impressions (black and white/color), at an average of 225,000 impressions per month. These jobs included: Commission meeting agenda books, supplementals to the City Code, Commission Committees meeting agendas, proposed and final capital budget books, open enrollment books/insurance packages, zoning notifications, proclamations, posters, flyers, brochures, maps, business cards, courtesy notices, meeting notices (Board of Adjustments, Planning Board, etc.), permit cards, work permits, unsafe stickers, surveys, vehicle safety logs, storage receipts, inspection handouts, daily reports, information logs, Code violation forms, retiree enrollment applications, door hangers, residential parking permit application, residential parking permit renewal, players/parents code of conduct, release of liability, rules and regulations, warning signs, off-duty applications, Police Department forms, meter parking forms, etc.



CRITICAL SUCCESS FACTORS

- Ensure cross-training of staff
- Ensure departments respond promptly to public records requests
- Ensure all work order requests from departments have thorough and accurate information, as well as detailed instructions
- Enhance external/internal communications from and within the Office of the City Clerk
- Ensure expenditures trends are sustainable over the long term

FUTURE OUTLOOK

The Office of the City Clerk will continually seek ways to streamline processes, maintain exceptional service, and provide support to the City Commission, City Manager, City Attorney, City departments, and the public.

Of course, there will be changes and challenges ahead. We will measure our progress and report on both accomplishments as well as our continued improvements on an annual basis. The annual reviews will provide a baseline against which we can evaluate our effectiveness in meeting and exceeding service expectations, achieving value for the investment of public dollars, and supporting civic transparency. The work of the Office of the City Clerk could not be achieved without the skills, knowledge, and dedication of its team.

PERFORMANCE PLAN HIGHLIGHTS

PERFORMANCE MEASURES	2020 Actuals	2021 Actuals	2022 Actuals	2023 Target	2024 Target
Main Vision Area: Organizational Innovation					
Average # of days to complete printing jobs per month	1.50	1.25	1.06	3.00	3.00
NEW – $\%$ Campaign Treasurer's Reports available online within one business day of filing	100%	100%	100%	100%	100%
NEW - # of Citywide public records request processed	7,367	3,156	5,705	N/A	N/A
NEW – % of Ordinances and Resolutions available on Laserfiche within 3 business days after being signed by the Mayor	100%	100%	100%	100%	100%
NEW - % of City Commission After-Actions completed within 30 days	100%	100%	100%	100%	100%

Red Light Camera Fund

OFFICE OF THE CITY CLERK

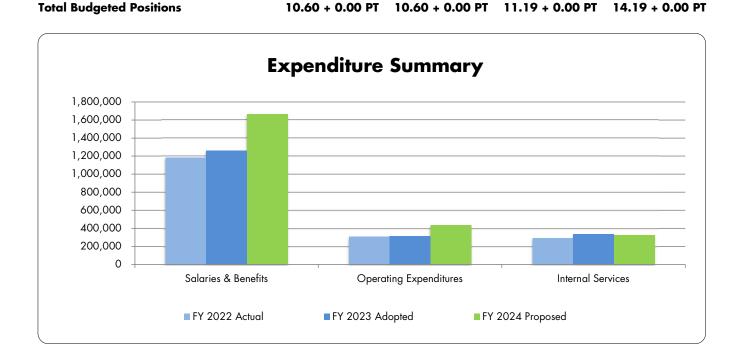
DEPARTMENT FINANCIAL SUMM	MARY - G	ENERAL FUND			
Revenue Area		FY 2021 Actual	FY 2022 Actual	FY 2023 Adopted	FY 2024 Proposed
Administrative Hearing Fee		111,245	103,342	109,000	109,000
Lobby Registration		213,470	278,135	222,000	250,000
Public Records Request		34,776	48,000	39,000	39,000
Other Miscellaneous Revenues		3,891	13 <i>,</i> 736	6,000	6,000
Total	\$	363,382	\$ 443,214	\$ 376,000	\$ 404,000
Expenditure Area					
Salaries & Benefits		1,188,625	1,185,272	1,262,000	1,663,500
Operating Expenditures		236,346	308,355	315,000	433,500
Internal Services		312,000	293,000	337,000	325,000
Total	\$	1,736,971	\$ 1,786,626	\$ 1,914,000	\$ 2,422,000
General Fund		9.60 + 0.00 PT	9.60 + 0.00 PT	10.19 + 0.00 PT	13.19 + 0.00 PT

1.00 + 0.00 PT

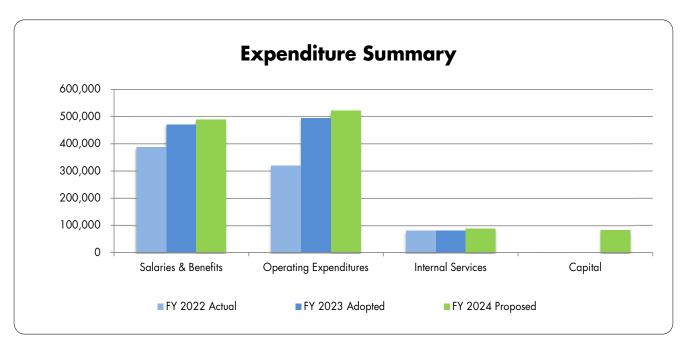
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DEPARTMENT FINANCIAL SUMMA	RY - CE	NTRAL SERVI	CES	5		
Revenue Area		FY 2021 Actual		FY 2022 Actual	FY 2023 Adopted	FY 2024 Proposed
Central Services Revenue		987,000		985,000	1,017,000	1,043,000
Interested Allocated - Pooled Cash		9,538		10,704	5,000	34,000
Central Services - Outside Users		23,064		19,603	22,000	21,000
Fund Balance/ Retained Earnings		0		0	0	82,000
Total	\$	1,019,602	\$	1,015,307	\$ 1,044,000	\$ 1,180,000
Expenditure Area						
Salaries & Benefits		405,470		387,373	470,500	489,000
Operating Expenditures		434,008		318,352	493,500	521,000
Internal Services		79,000		80,000	80,000	88,000
Capital		0		254	0	82,000
Total	\$	918,478	\$	785,980	\$ 1,044,000	\$ 1,180,000
Revenues Less Expenditures	\$	101,125	\$	229,327	\$ 0	\$ 0
Total Budgeted Positions	4	1.40 + 0.00 PT		4.40 + 0.00 PT	4.40 + 0.00 PT	4.40 + 0.00 PT



BUDGET HIGHLIGHTS

• A significant component of the increase in personnel expenditures for all departments is attributed to increases in employee-related costs that include a three percent cost of living adjustment effective April 2024, excluding the American Federation of State, County, and Municipal Employees (AFSCME) which is effective May 2024, as well as a maximum of three percent merit increase for all employees, except members of the Fraternal Order of Police (FOP) and International Association of Fire Fighters (IAFF) which include a five percent step increase. Merit and step increases apply within existing pay ranges. A ten percent increase in the City's premiums for health insurance for all employees is also included

City Clerk

- Personnel services expenditures increased by \$401,500. This
 is primarily due to the addition of three full-time positions for the
 Citywide Records Management Program enhancement further
 detailed below, as well as increases attributed to applicable
 cost of living adjustments, merits, and increases in the City's
 premiums for health insurance budgeted citywide in FY 2024.
- Operating expenditures increased by \$118,500. This is primarily due to a \$68,000 increase for the implementation of the PrimeGov Legislative Management platform, a \$23,000 increase for additional special magistrate services, a \$20,000 increase for additional Commission meetings scheduled that will require proper noticing, and a \$7,500 increase in other miscellaneous operating expenditures based on anticipated department needs in FY 2024.
- Internal services expenditures decreased by \$12,000, or 3.6%, due to decreases in Central Services and Information Technology services totaling \$29,000 combined, which is offset by increases in Property and Risk Management services totaling \$17,000 combined.

BUDGET HIGHLIGHTS CONT'D

Central Services

- Personnel services expenditures increased by \$18,500, or 3.9%, primarily due to applicable merit increases, cost of living adjustments, and increases in the City's premiums for health insurance for all employees budgeted citywide in FY 2024.
- Operating expenditures increased by \$27,500, or 5.6%, due to increases in the costs for rented copier and printing equipment, which is partially offset by decreases in other miscellaneous operating expenditures based on anticipated department needs in FY 2024.
- Internal services expenditures increased by \$8,000, or 10.0%, primarily due to increases in Property Management and Risk Management services.
- Capital expenditures increased by \$82,000 due to vehicles, machinery, and equipment scheduled for replacement in FY 2024.

FY 2024 Enhancements

City Clerk

• The FY 2024 budget includes a \$295,000 recurring enhancement for the creation of a centralized Citywide Records Management Program. This enhancement is for the addition of 3 full-time positions in the Office of the City Clerk to oversee and manage a centralized records management program for all City departments. The 1 Records Center Manager and 2 Records Management Specialist positions will manage records for City vendors, implement records management procedures, and provide departmental training, as well as coordinate records management processes and functions regarding retention and destruction of records.

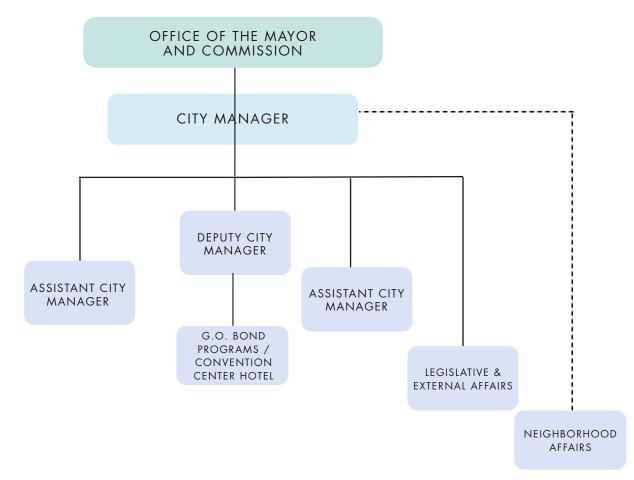
DEPARTMENT MISSION STATEMENT

We provide executive-level leadership to the organization in order to achieve the City's mission of providing excellent public service and safety to all who live, work and play in our vibrant, tropical, historic community by ensuring that the City prospers at all levels.



DEPARTMENT DESCRIPTION

The City Manager is appointed by the Mayor and City Commission to serve as the City's Chief Executive Officer (CEO). As such, the City Manager is responsible for the administration of all departments, except for those that fall under the direction of a charter official. The City Manager's Office is tasked with implementing the policies and directives that are set forth by the City Commission, overseeing the day-to-day operations of city business, and providing strategic direction on citywide priorities, objectives, and initiatives. In addition to providing executive leadership, the City Manager oversees Legislative & External Affairs and the in-house team for the General Obligation Bond (G.O. Bond) Programs. Overall, the City Manager's Office fosters values of collaboration, innovation, and accountability across the City with the goal of providing the highest levels of public service and organizational effectiveness for all city stakeholders. The City Manager's Office consists of 14.4 full-time positions including the City Manager, Deputy City Manager, two Assistant City Managers, the Chief of Legislative & External Affairs, the G.O. Bond Program Director and 7.4 full-time support staff.



FISCAL ENVIRONMENT

The General Fund supports all operating expenditures and internal service charges of the City Manager's Office, as well as the salaries and benefits of 11 full-time positions. The G.O. Bond Program Management Team consists of 3.4 additional positions who are funded by the G.O. Bond projects.

The General Fund charges an administrative fee to Enterprise Fund departments, the Redevelopment Agency (RDA), the North Beach Community Redevelopment Agency (NBCRA), and the Resort Tax Fund to cover the cost of various administrative support functions provided by the General Fund. The G.O. Bond Program Management Team covers its costs by charging a management fee to G.O. Bond projects.

STRATEGIC ALIGNMENT

Main Vision Area:

Organizational Innovation

Management Objectives:

Prosperity

 Develop the Convention Center campus including the hotel, parks, the Fillmore, and working with partners to program conventions and shows

• Organizational Innovation

- Implement City Commission goals and policies through the Strategic Plan and budget through the Strategic Plan and budget with routine reporting through quarterly Commission goals conferences. Enhance decision making information through fact-based analyses (after-action analysis), data, dashboards, and surveys. Streamline the delivery of services using best practice research, outsourcing, and benchmarking.
- Ensure strong fiscal stewardship by making sure expenditure trends are sustainable over the near and long-term, using pay-as-you-go, innovative funding (such as grants and financing), integrating resilience and sustainability (into the capital budget process), and innovative risk management. Focus on long-term viability of parking, sanitation, pensions, and health plans.
- Implement the General Obligation (G.O.) Bond projects on-time and on-budget, through responsible oversight and coordinated project phasing
- Increase intergovernmental cooperation through Commission and administration relationship building with local, regional, and national connections and strengthen the Miami Beach lobbying effort
- Create an environment for interdepartmental collaboration

STRATEGIC ALIGNMENT CONT'D

Strategic Plan Actions:

- COMPLETE the Convention Center Hotel
- IMPLEMENT the 2022 voter-approved Arts and Culture G.O.
 Bond through grants and completion of projects at City facilities
- DEVELOP a renovation and finance plan for The Fillmore theater
- **IMPLEMENT** the biannual citywide resident and business survey in FY 2024 to gain an understanding of concerns, attitudes, opinions, experiences, and needs
- **COLLABORATE** with the City Commission in 2024 to prepare a more thorough update of the City's Strategic Plan
- CONTINUE to report and monitor project progress and completion within Tranche 1 of 2018 voter-approved G.O. Bonds in order to advance the issuance of Tranche 2 funding in all bond categories: Parks, Infrastructure and Public Safety
- CONDUCT an independent consultant process improvement study for development processes

Budget Enhancement Actions:

Full-Time Public/Private Partnership Program Director Position

BUSINESS ENVIRONMENT

Executive Leadership

The City Manager, Deputy City Manager, and Assistant City Managers provide executive leadership to all Department Directors.

The Executive Leadership Team:

- Manages day-to-day operations of all City business, programs, and services
- Maintains fiscal responsibility and operational excellence at every level of the organization
- Guides the administration to achieve results that are in line with the Strategic Plan and the priorities of the Mayor and Commission
- Develops and submits policy recommendations to the City Commission for consideration
- Implements solutions that respond to various internal and external matters, events, and crises
- Manages and expands City resources to address current and future community needs
- Acts as a liaison between City staff, elected officials, and constituent stakeholder groups
- Leads the selection and hiring process of filling executive management director positions
- Coordinates agenda reviews, briefings, Commission workshops and the preparation of the annual budget

BUSINESS ENVIRONMENT CONT'D

General Obligation (G.O.) Bond Program

Approved by voters in November 2018, the \$439 million G.O. Bond Program incorporates 57 quality of life improvement projects that will revitalize city parks, facilities, neighborhoods, infrastructure and public safety assets through a multi-departmental effort. The G.O. Bond Program Management Team provides program oversight by tracking and reporting program progress; ensuring project timeliness and financial feasibility; coordinating departments, jurisdictions, partners, and consultants; engaging public stakeholders and impacted neighborhoods; and delivering transparent communications and managing budget transfers, scope changes, and legislation.

The G.O. Bond Program Management Team also acts as liaison to the G.O. Bond Oversight Committee, which makes advisory recommendations to the City Commission on G.O. Bond timelines and expenditures.

Convention Center Hotel

On November 6, 2018, the City of Miami Beach voters approved a development and ground lease agreement for an 800-room Convention Center hotel — the Grand Hyatt Miami Beach. Two members of the City Manager's Office serve as liaisons to the hotel developer to facilitate required permits and stakeholder coordination. The project is anticipated to be completed by 2026.

Intergovernmental & External Affairs

The Chief of Intergovernmental & External Affairs serves as the City liaison to elected officials, inter-jurisdictional task forces, and various agency boards and committees at the local, state, and national levels. The Chief of Intergovernmental & External Affairs also manages relationships with leaders and policymakers that can help to further the City's legislative agenda.

Expanded Community Engagement

Transparency, clear information, and access to government remains a top priority for the City Manager. The Neighborhood Affairs Division (NAD) supports the Office of the City Manager through the Marketing and Communications department and the team plays a critical role in acting on behalf of the City Manager to foster strong and vibrant relationships with our residents and stakeholders by encouraging dialogue with our community, sharing updated project information for a myriad of initiatives, and participating in community activities across the city.

SIGNIFICANT ACCOMPLISHMENTS

The City Manager's Office has achieved significant accomplishments that have supported citywide prosperity now and into the future.

Highlights include:

Balanced Budget

Due to efficient fiscal management, the FY 2024 Operating Budget was successfully balanced. Despite the external challenges in keeping the city more resilient, all city credit ratings have been maintained.

Veterans Day Parade

Successfully organized and hosted the City's annual Veterans Day Parade, the largest parade held in South Florida on this date. This momentous event brought together numerous elected officials, city departments, 50 participating community groups, and over 15 schools from across the county. The City's coordination and collaboration with diverse stakeholders ensures the parade's success showcasing our City's strong support for our service members while promoting civic engagement and community pride.

Collective Bargaining

The City's negotiation team collectively bargained with all five unions (American Federation of State, County and Municipal Employees Local 1554; Communications Workers of America Local 3178; Fraternal Order of Police William Nichols Lodge No. 8; Government Supervisors Association of Florida; and International Association of Fire Fighters Local 1510) and successfully reached an agreement with each collective bargaining unit.

South Beach Comprehensive Strategy

We continue our multidisciplinary approach and increased Police, Code Compliance, Park Ranger, Fire, Homeless Outreach, Parking, Transportation and Facilities in Fleet presence in South Beach. The Police Department added a Homeless Resource squad to provide afternoon and evening coverage to the overall efforts associated with homelessness. The combination of increased officer presence, productivity, and data-driven policing initiatives led to a 17.9% reduction in the citywide Violent Crime Rate for 2022 when most major cities are experiencing double-digit increases in Violent Crime. This approach continues to reduce the number of incidents within the area and has improved collaboration among our departments.

Short-Term Rental Team

The Code Compliance's dedicated Short-Term Rental (STR) team completed 5,488 hours towards inspections/investigations of illegal STRs in the City.

SIGNIFICANT ACCOMPLISHMENTS CONT'D

Community Services

The Homeless Outreach Services Division expanded specialized outreach services for mental health and co-occurring disorders to 7 days a week. The Public Safety Communications Division became the 17th agency to earn the Triple ACE re-accreditation in Police, Fire, and Medical Dispatch.

Workforce & Affordable Housing Fee Exemption Ordinance

Housing affordability is an integral component of developing and maintaining a vibrant community and welcoming business climate. The team prepared legislation to exempt affordable and workforce housing projects from certain development-related fees.

North Beach Community Redevelopment Agency (CRA)

Established the North Beach CRA office, introducing concierge services for district residents and businesses. The CRA has begun creating a 30-year funding mechanism for catalytic growth and investment that will bring managed development to this historic neighborhood while still preserving North Beach's family-friendly character and Miami Modernist architecture. The CRA is expected to generate an estimated \$317 million for North Beach over the next three decades.

General Obligation (G.O.) Bonds

Of the total 57 projects in the 2018 General Obligation Bond, 44 started in Tranche 1 (some of which span multiple tranches). As of June 2023, 11 of the 44 projects are fully completed and 32 others are in some form of "Active" status (Planning, Design or Construction). Many Tranche 1 projects are sub-divided into smaller "subprojects." Of the 88 total existing sub-projects, 43 have been completed and 41 others are considered "Active." Almost \$100 million has been expended and/or encumbered thus far out of \$151 million that is allocated for Tranche 1. To date, \$3.7 million in project funds have been saved benefiting other projects with funding gaps. The City has also received nearly \$56 million in grant funding for projects with matching funds in the G.O. Bond Program. More than \$15 million of the grant funding has been awarded directly to G.O. Bond projects to subsidize their budgets.

General Obligation (G.O.) Bonds for Art & Culture

Adopted by voters on November 8, 2022 with a 64.8% approval, the \$159 million bond was assembled by staff and consists of 21 transformative Arts & Cultural capital projects. After voter referendum approval, City staff worked internally and with the cultural arts institutions to evaluate and refine roles and responsibilities, timing of funding needs, etc., while concurrently preparing the documents needed by Bond and Tax Counsel in preparation for the sale of Bonds. Tranche 1, which was in the amount of \$101.7 million, was issued July 2023 launching the implementation of the projects in the third quarter of 2023.

SIGNIFICANT ACCOMPLISHMENTS CONT'D

Infrastructure & Key Capital Projects

Several notable projects have reached completion across different areas of the City. Biscayne Beach has witnessed the successful addition of extra parking spaces, catering to the needs of residents and visitors. The Flamingo Park Handball Courts have been renovated in North Beach. Phase I of Oceanside Park, spanning from 83rd Street to 87th Street, has been reimagined. The North Beach Beachwalk, serving as a vital connection between South Pointe and the City's northern boundary has been extended to 87th Street. Furthermore, a surface parking lot has been developed in the Biscayne Beach neighborhood at 8100 Hawthorne Avenue. Lastly, the transformation of Brittany Bay Park into a vibrant and sustainable space, with the addition of a living shoreline, ADA-accessible overlook, improved pathways, and ecological enhancements, has been successfully accomplished.

Resilience Planning

The City has retained its Class 5 flood insurance rating, which allows the community to enjoy 25% savings on flood insurance premiums. A \$3.3 million Resilience Fund has been established for a private property resilience grant program to incentivize flood protection. The City has developed a 2040 Comprehensive Plan, Historic District Resilience Guidelines, and a new Resilience Code. Neighborhood adaptation, beach renourishment, dune enhancements, and living shoreline projects are being prioritized and advanced citywide. The City's support of Aspen Ideas: Climate has elevated its status as a global leader in resilience strategy. Miami Beach's planning and action has led to favorable insurance premiums and bond ratings.

Transportation

Enhanced the Mid-Beach On-Demand Transit (Freebee) service with the introduction of two Tesla Model X vehicles replacing the golf-type vehicles. Obtained Florida Department of Transportation (FDOT) approval of southbound dual right turn lanes at the intersection of Indian Creek Drive and 41st Street to improve traffic flow at this critical juncture. Secured \$320,000 grant award under the U.S. Department of Transportation (USDOT) Safe Streets and Roads for All (SS4A) grant program for the development of a Miami Beach Vision Zero Implementation Plan. Secured \$1.25 million grant award under the FDOT Transit Service Development Program for the South Beach Trolley service.

SIGNIFICANT ACCOMPLISHMENTS CONT'D

Miami Beach Convention Center

The Miami Beach Convention Center (MBCC) continues to be a major success. In 2022, South Florida's premier convention center hosted approximately 560,000 guests at 67 regional, national, and international events, creating significant economic impact for the City of Miami Beach and the region. It earned five prestigious industry recognitions: the "Silver Stella 2022" (Northstar Meetings Group), the "Centers of Excellence Award" (Exhibitor Magazine), "Smart Stars 2022" (Smart Meetings Magazine), "Prime Site Award" (Facilities & Destinations), and "Reader's Choice Award" (ConventionSouth). From Art Basel Miami Beach to the Discover Boating Miami International Boat Show — the largest boat and yacht event in the world - Highlights of the 2023 calendar year include the return of Art Basel Miami Beach, Discover Boating Miami International Boat Show, Bitcoin 2023, Expoverse, Swim Show 2023, America's Food & Beverage Show 2023, FIME 2023 (the largest medical device and equipment trade show in the Americas), the return of Aspen Ideas: Climate (a four-day event that brings together global and local policymakers, scientific experts, corporate leaders, inventors artists, young leaders, and changemakers to ideate ways to combat climate change), and the exciting opening of the Rum Room and Venu in the former Carl Fisher Clubhouse.

Business Assistance Programs

The Community Development Block Grant Coronavirus (CDBG-CV) funds provided 14 qualified small businesses with reimbursement of up to \$10,000 for eligible business expenses. An additional \$660,000 of CDBG-CV funds assisted 33 small businesses and microenterprises with up to \$20,000 for reimbursement of eligible business expenses through the Emergency Small Business Reimbursement Grant Program.

Intergovernmental & External Affairs

Successfully secured over \$10 million in appropriation requests at the state and federal level. These funds will be utilized to implement resilient and living seawalls, as well as water quality treatment upgrades for stormwater pumps, aligning with the city's strategic plan. This achievement marks a significant milestone towards fulfilling the strategic objectives outlined by Miami Beach, which include enhancing coastal resilience, safeguarding against storm-related impacts, and improving water quality management in alignment with our vision for a sustainable and vibrant community.

Successfully defeated House Bill 1317 and Senate Bill 1346 in the state legislature, which posed a significant threat to the preservation of historic buildings and districts in coastal areas throughout the state. By preventing the passage of these bills, we safeguarded the integrity of Miami Beach, along with numerous other locations, from potential destruction and excessive redevelopment.

SIGNIFICANT ACCOMPLISHMENTS CONT'D

Intergovernmental & External Affairs Cont'd

Our efforts ensured that local regulations and protections for historic properties remain intact, preserving the cultural heritage and architectural significance of our community in line with our commitment to sustainable and responsible development.

Maintained strong and collaborative relationships with our State Senators, State Representatives, County Commissioners, lobbyist team, and other key stakeholders, ensuring that our legislative priorities remain at the forefront of the decision-making processes. Through ongoing engagement and effective advocacy, we have established ourselves as a trusted and influential voice, consistently included in crucial discussions that shape policies and regulations. Our continued partnership with these stakeholders has been instrumental in advancing our city goals and ensuring our city's interests are well-represented and protected in the legislative landscape.

CRITICAL SUCCESS FACTORS

- Maintaining maximum levels of organizational effectiveness and efficiency
- Maintaining maximum levels of fiscal responsibility
- Enhancing citywide public safety and security. Increasing feelings of safety among residents, business owners and visitors.
- Engaging the community with effective communication, outreach, and public information practices
- Promote Miami Beach as a world-class arts and culture destination as well as a convention destination to attract new business, events, and audiences to the City
- Implementing G.O. Bond and other key capital projects in a transparent and timely manner
- Continue to improve quality of life throughout the City
- Enhancing innovative resilience efforts that will allow Miami Beach to survive and thrive through future climate change and sea level rise challenges
- Empowering employees to perform their best work and to achieve results in line with the City's Strategic Plan
- Maintaining investor confidence and high credit ratings
- Maintaining strong relationships with all internal and external stakeholders and constituents, including City employees, elected officials, partners, residents, and members of the business community
- Being aware and informed of all City issues while addressing challenges and opportunities

FUTURE OUTLOOK

As the City of Miami Beach begins the new fiscal year, it will focus on public organizational effectiveness, responsible fiscal management, capital project progress, public safety and security, quality of life, resilience, and public engagement as top priorities. Overall, the following management objectives that are laid out in the City's Strategic Plan will continue:

- Prosperity Build on arts and culture strengths, balance tourism with quality of life, revitalize target areas, and support excellence in our schools
- Neighborhoods Build resident satisfaction through safety, cleanliness, parks, and modern codes
- Environment and Infrastructure Protect and enhance our environment and invest in infrastructure projects and assets that build resilience benefits like reducing flood risk and increasing sustainability
- Mobility Increase mobility and housing options for current residents and visitors
- Organizational Innovation Improve strategic decision making and financial stewardship, making the City more business-friendly and user-friendly with an employee culture of problem-solving and engagement

FUTURE OUTLOOK CONT'D

Specifically, the City Manager's Office will:

- Continue to elevate the public safety and security presence by implementing public safety improvement projects, analyzing and acting on crime statistics, advancing the real-time crime center, and leveraging relationships with other public safety agencies while continuing to enact the South Beach Comprehensive Strategy
- Begin implementation of the 21 Arts & Culture Projects funded in Tranche 1, in the total amount of \$101.7 million
- Commence vertical construction of the Grand Hyatt Miami Beach Convention Center Hotel. The project is anticipated to be completed in 2026.
- Establish a more robust capital budgeting process to address funding gaps in critical projects, reach substantial completion on projects in construction, finalize permits and break ground on projects in design while starting or completing designs for projects in planning

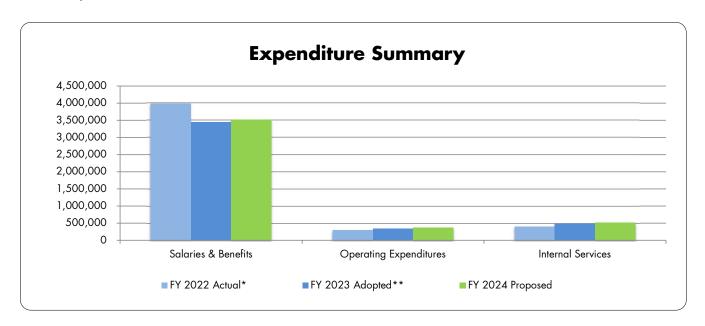


DEPARTMENT FINANCIAL SUMMARY - GENERAL FUND

Revenue Area	FY 2021 Actual	FY 2022 Actual*	FY 2023 Adopted**	FY 2024 Proposed
Convention Center District Allocation	249,463	1 <i>5</i> 9, <i>7</i> 79	0	0
G.O. Bond Management Fee	446,516	628,712	656,000	409,000
Arts & Culture G.O. Bond Management Fee	0	0	0	277,000
Total	\$ 695,979	\$ 788,491	\$ 656,000	\$ 686,000
Expenditure Area				
Salaries & Benefits	3,782,102	3,986,830	3,450,000	3,518,000
Operating Expenditures	290,913	307,870	349,000	379,000
Internal Services	421,037	403,416	491,000	514,000
Total	\$ 4,494,052	\$ 4,698,117	\$ 4,290,000	\$ 4,411,000

Total Budgeted Positions

^{**}Effective FY 2023, the Grants Management Division transferred from the Office of the City Manager to the Finance Department.



^{*}Effective FY 2021, the Grants Management and Legislative Affairs Division transferred from the Office of Management and Budget (OMB) to the Office of the City Manager.

		FY 2021		FY 2022		FY 2023		FY 2024
Expenditure Area		Actual		Actual		Adopted		Proposed
Salaries & Benefits		2,539,061		2,720,428		2,844,000		2,897,000
Operating Expenditures		46,702		68,753		342,000		372,000
Internal Services		397,000		329,000		448,000		456,000
Total	\$		\$	3,118,181	\$	3,634,000	\$	3,725,000
Total Budgeted Positions	11.	00 + 1.00 PT	1	1.00 + 1.00 PT	1	1.50 + 1.00 PT	1	11.00 + 0.00 P
G.O. BOND PROGRAM MANAGEM	ENT - GE	NERAL FUN	D					
	l	FY 2021		FY 2022		FY 2023		FY 2024
Expenditure Area		Actual		Actual		Adopted		Proposed
Salaries & Benefits		454,845		748,569		606,000		381,000
Operating Expenditures		3,010		5,800		7,000		3,000
Internal Services		3,000		36,000		43,000		25,000
Total	\$	460,855	\$	790,369	\$	656,000	\$	409,000
Total Budgeted Positions	4.	00 + 0.00 PT		4.00 + 0.00 PT		3.40 + 0.00 PT		2.60 + 0.00 P
ARTS & CULTURE G.O. BOND PROG	RAM M	ANAGEMEN	T -		D			
		FY 2021		FY 2022		FY 2023		FY 2024
Expenditure Area		Actual		Actual		Adopted		Proposed
Salaries & Benefits		0		0		0		240,000
Operating Expenditures		0		0		0		4,000
Internal Services		0		0		0		33,000
Total	\$	0	\$	0	\$	0	\$	277,000
Total Budgeted Positions	0.	00 + 0.00 PT		0.00 + 0.00 PT		0.00 + 0.00 PT		0.80 + 0.00 P
CONVENTION CENTER DISTRICT - G								
_		FY 2021		FY 2022		FY 2023		FY 2024
Expenditure Area		Actual		Actual		Adopted		Proposed
Salarias & Banafita		249,160		0		0		0
		1,515		0		0		0
Operating Expenditures				0		0		0
Operating Expenditures Internal Services		1,000		_				0
Salaries & Benefits Operating Expenditures Internal Services Total	\$	251,675	\$	0	\$	0	\$	
Operating Expenditures Internal Services Total		·		0 0.00 + 0.00 PT	\$	0 0.00 + 0.00 PT	\$	0.00 + 0.00 P
Operating Expenditures Internal Services Total Total Budgeted Positions	0. SLATIVE	251,675 00 + 0.00 PT AFFAIRS G		0.00 + 0.00 PT	\$	0.00 + 0.00 PT	\$	
Operating Expenditures Internal Services Total Total Budgeted Positions GRANTS MANAGEMENT AND LEGIS	0. SLATIVE	251,675 00 + 0.00 PT AFFAIRS G FY 2021		0.00 + 0.00 PT ERAL FUND FY 2022	\$	0.00 + 0.00 PT FY 2023	\$	FY 2024
Operating Expenditures Internal Services Total Total Budgeted Positions GRANTS MANAGEMENT AND LEGIS Expenditure Area	0. SLATIVE	251,675 00 + 0.00 PT AFFAIRS G FY 2021 Actual		0.00 + 0.00 PT ERAL FUND FY 2022 Actual	\$	0.00 + 0.00 PT FY 2023 Adopted	\$	FY 2024 Proposed
Operating Expenditures Internal Services Total Total Budgeted Positions GRANTS MANAGEMENT AND LEGIS Expenditure Area Salaries & Benefits	0. SLATIVE	251,675 00 + 0.00 PT AFFAIRS G FY 2021 Actual 539,036		0.00 + 0.00 PT ERAL FUND FY 2022 Actual 517,833	\$	0.00 + 0.00 PT FY 2023 Adopted	\$	FY 2024 Proposed
Operating Expenditures Internal Services Total Total Budgeted Positions GRANTS MANAGEMENT AND LEGIS Expenditure Area Salaries & Benefits Operating Expenditures	0. SLATIVE	251,675 00 + 0.00 PT AFFAIRS G FY 2021 Actual 539,036 239,686		0.00 + 0.00 PT ERAL FUND FY 2022 Actual 517,833 233,317	\$	0.00 + 0.00 PT FY 2023 Adopted 0 0	\$	FY 2024 Proposed
Operating Expenditures Internal Services Total Total Budgeted Positions GRANTS MANAGEMENT AND LEGIS Expenditure Area Salaries & Benefits Operating Expenditures Internal Services	O. SLATIVE	251,675 00 + 0.00 PT AFFAIRS G FY 2021 Actual 539,036 239,686 20,037	ENI	0.00 + 0.00 PT ERAL FUND FY 2022 Actual 517,833 233,317 38,416		0.00 + 0.00 PT FY 2023 Adopted 0 0 0		Proposed 0 0
Operating Expenditures Internal Services Total Total Budgeted Positions GRANTS MANAGEMENT AND LEGIS Expenditure Area Salaries & Benefits Operating Expenditures	0. SLATIVE	251,675 00 + 0.00 PT AFFAIRS G FY 2021 Actual 539,036 239,686	ENI	0.00 + 0.00 PT ERAL FUND FY 2022 Actual 517,833 233,317		0.00 + 0.00 PT FY 2023 Adopted 0 0	\$	FY 2024 Proposed 0

BUDGET HIGHLIGHTS

- A significant component of the increase in personnel expenditures for all departments is attributed to increases in employee-related costs that include a three percent cost of living adjustment effective April 2024, excluding the American Federation of State, County, and Municipal Employees (AFSCME) which is effective May 2024, as well as a maximum of three percent merit increase for all employees, except members of the Fraternal Order of Police (FOP) and International Association of Fire Fighters (IAFF) which include a five percent step increase. Merit and step increases apply within existing pay ranges. A ten percent increase in the City's premiums for health insurance for all employees is also included.
- Personnel services expenditures increased by \$68,000, or 2.0%. This is primarily due to increases in salaries and wages from applicable merit and cost of living adjustment increases and increases in the City's premium for health and life cost for all employees budgeted in FY 2024, as well as the enhancement further detailed below. These increases were, however, partially offset by the reallocation of the full-time Chief Resilience Officer and Resilience Coordinator positions from the City Manager's Office budget to the Environment & Sustaintability Department's budget based on the re-organization of positions in the City Manager's Office.

BUDGET HIGHLIGHTS CONT'D

- Operating expenditures increased by \$30,000, or 8.6%. This
 is primarily due to increases in the costs of various professional
 services agreements under the purview of the City Manager's
 Office.
- Internal services expenditures increased by \$23,000, or 4.7%.
 This is primarily due to increases in Property Management, Fleet Management, Risk Management, OIG, and Central Services usage totaling \$63,000 combined, which is partially offset by a decrease in Information Technology services of \$40,000.

FY 2024 Enhancements

 The FY 2024 budget includes a \$176,000 recurring enhancement for the addition of a full-time Public/Private Partnership Program Director Position to assist in negotiations regarding development agreements as well as loans or contracts related to real estate, development, and/or other private sector investment.





DEPARTMENT MISSION STATEMENT

We provide independent oversight of all City operations to add value, improve performance, and increase efficiencies by conducting investigations, audits, reviews, and inspections to protect City resources. We are dedicated to ensuring accountability and integrity through the identification of fraud, mismanagement, waste, and abuse of power in City projects, programs, and contracts.

OFFICE OF THE MAYOR AND COMMISSION

OFFICE OF THE INSPECTOR GENERAL

DEPARTMENT DESCRIPTION

The Office of the Inspector General (OIG) was created pursuant to voter approval of a City Charter Amendment in a November 2018 ballot referendum, approved by 81% of the City's voters.

The Office acts as an independent department, protected from political influence, with the primary goal of enhancing public trust in government. To do this, the Inspector General is vested with the ability to require the production of records in the possession and control of City departments, vendors, and employees for review and has the power to issue subpoenas for testimony or documents, whenever necessary.

The Office of the Inspector General is responsible for investigating programs, operations, contracts, and employees with the following goals:

- Prevention and detection of fraud, abuse, waste, and mismanagement in City affairs
- Promotion of a fair and unbiased procurement process and contract oversight

DEPARTMENT DESCRIPTION CONT'D

- Effective monitoring of existing projects and programs for timeliness, cost-effectiveness, and integrity
- A fair and honest accounting of taxpayer funds
- Economical, efficient, accurate, and prompt recording and reporting of sampled City transactions and accounts
- Proper safeguarding of City assets, records, and files

In addition, the OIG is responsible for conducting audits of businesses responsible for remitting resort taxes and sanitation franchise and roll-off permit fees to the City. These revenue-based audits determine compliance with the applicable City Ordinances and may result in monetary assessments for unpaid taxes, including penalties and interest.

FISCAL ENVIRONMENT

The OIG is an internal service department funded through an allocation charged to other City departments through the budgetary process.

The OIG also receives funding from the City's Resort Tax Fund to determine compliance with Resort Tax Ordinances. Sanitation funds also support reviews and audits of internal controls over operations and collections of franchise and roll-off permit fees owed by private waste contractors.

BUSINESS ENVIRONMENT

The Office of the Inspector General has numerous responsibilities within the City and works with all departments/divisions to promote honesty and efficiency within City government. The Office of the Inspector General seeks to protect taxpayer funds.

The Office works with all departments/divisions to facilitate and provide consulting, advisory, organizational, and support services. In addition, the Chief Auditor serves as the liaison for, and the OIG provides staff support to, the Audit Committee, a City advisory board comprised of City residents and individuals who own or work in Miami Beach businesses, appointed by the Mayor and Commissioners.

SIGNIFICANT ACCOMPLISHMENTS

The following reports have been completed in the prior fiscal year:

 Completed internal audit reports, including State Beachfront Management Agreement, Towing Pricing Methodology Analysis, Miami Beach Garden Conservancy Inc. Management Agreement, Building Permitting Process Review, and Review of Termination of Tai Chi Instructor's Independent Contract Agreement



- Completed investigations investigations include Theft and Official Misconduct Lead to Filing of Criminal Charges Against City Supervisor, Unauthorized Outside Employment by City Employee, Review of West Avenue Phase II Project, G.O. Bond Quarterly Report, 333 Jefferson Avenue and 226 Jefferson Avenue, Contract Oversight Complaint from CBRE, Inc. Re: Real Estate Procurement & Consulting Services Class "A" Office Space Public Private Partnership (P3) near Lincoln Lane, Report on Permitting Issues at 310 Meridian Avenue, and 1701 Meridian Avenue Commercial Lease Complaint
- Completed three Sanitation audit reports of roll-off contractors resulting in assessments of \$196,932, as well as the issuance of a Sanitation Field Observations Report which identified numerous noncompliant contractors that received Notices of Violation from the Code Compliance Department
- Performed daily reviews of the general deposit debit transactions, monthly reviews of City bank account reconciliations, and a review of selected internal control recommendations in BDO USA, LLP's May 17, 2017 audit report, which focused on how the City should mitigate its risk exposure on Treasury and Automated Clearing House (ACH) disbursements
- Completed 158 Resort Tax audits, resulting in net assessments of approximately \$1,867,000

SIGNIFICANT ACCOMPLISHMENTS CONT'D

- Collaborated with the City Administration to develop a comprehensive management policy for major City construction projects with a value of \$5 million or greater
- Upon the recommendation of the OIG, the City Commission adopted an ordinance amending the City's current procedures for debarment of City contractors that may be used to protect the City against contractors that commit fraud or other serious misconduct
- Developed a Risk Assessment procedure for City contracts with the helpful assistance of the Palm Beach County Inspector General and the cooperation of the City's Procurement Department to identify high risk contracts and to prioritize the OIG contract oversight function

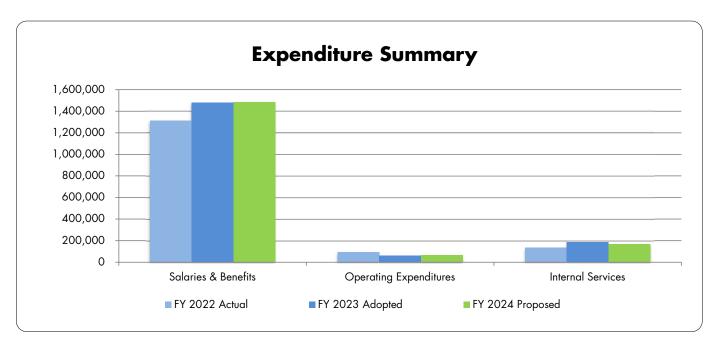
CRITICAL SUCCESS FACTORS

- Provide timely and accurate reviews, inspections, and audits to the City Commission, City Administration, and auditees to facilitate effective corrective action
- Advise nonconforming Sanitation and Resort Tax businesses of needed record-keeping improvements to better comply with existing City Code provisions
- Identify areas within the City vulnerable to internal control weaknesses and recommend corrective action
- Recommend procedures for activities designed to promote economy, efficiency, and effectiveness
- Refer fraudulent or other illegal activity to the police or other law enforcement or investigatory agencies, including the County Ethics Commission

FUTURE OUTLOOK

- Provide an annual transparency report with a list of investigations, audits, inspections, and reviews concluded during the past year
- Work with the City Attorney's Office in updating sections of the City Code related to Resort Tax and Sanitation to avoid ambiguities, facilitate compliance, and loopholes
- Meet regularly with City management to learn about their areas of concern that should be audited or reviewed

DEPARTMENT FINANCIAL SUMMA	ARY - IN	TERNAL SERV	ICE	FUND				
		FY 2021		FY 2022		FY 2023		FY 2024
Revenue Area		Actual		Actual		Adopted		Proposed
OIG Charges		1,988,000		1,532,000		1,724,000		1,711,000
Interest/Other		1,023		3,258		2,000		13,000
Total	\$	1,989,023	\$	1,535,258	\$	1,726,000	\$	1,724,000
Even and drawn Aven								
Expenditure Area		1 0 / 0 700		1 01 / 000		1 470 000		1 407 100
Salaries & Benefits		1,268,789		1,314,002		1,479,000		1,486,500
Operating Expenditures		58,350		92,522		60,000		68,500
Internal Services		118,000		134,000		187,000		169,000
Total	\$	1,438,474	\$	1,540,524	\$	1,726,000	\$	1,724,000
Revenues Less Expenditures	\$	550,550	\$	(5,266)	\$	0	\$	0
OIG Fund		8.10 + 0.00 PT		8.10 + 0.00 PT		9.15 + 0.00 PT		8.95 + 0.00 PT
Resort Tax Fund		4.90 + 0.00 PT		4.90 + 0.00 PT		4.85 + 0.00 PT		5.05 + 0.00 PT
Sanitation Fund		1.00 + 0.00 PT		1.00 + 0.00 PT		0.00 + 0.00 PT		0.00 + 0.00 PT
Total Budgeted Positions	14	1.00 + 0.00 PT	1	4.00 + 0.00 PT	1	4.00 + 0.00 PT	1	4.00 + 0.00 PT



BUDGET HIGHLIGHTS

• A significant component of the increase in personnel expenditures for all departments is attributed to increases in employee-related costs that include a three percent cost of living adjustment effective April 2024, excluding the American Federation of State, County, and Municipal Employees (AFSCME) which is effective May 2024, as well as a maximum of three percent merit increase for all employees, except members of the Fraternal Order of Police (FOP) and International Association of Fire Fighters (IAFF) which include a five percent step increase. Merit and step increases apply within existing pay ranges. A ten percent increase in the City's premiums for health insurance for all employees is also included.

BUDGET HIGHLIGHTS CONT'D

- Personnel services expenditures increased by \$7,500, or 0.5%.
 The increase is primarily attributed to an increase in salaries
 and wages from applicable merit and cost of living adjustments
 budgeted citywide, as well as increases in the City's premiums
 for health insurance budgeted citywide, which were partially
 offset by decreases in other miscellaneous personnel services
 expenditures.
- Operating expenditures increased by \$8,500, or 14.2%, primarily due to increases in the maintenance costs for audit management software utilized by the department and additional training based on anticipated department needs in FY 2024.
- Internal services expenditures decreased by \$18,000, or 9.6%, due to a decrease in Information Technology services of \$24,000, which is partially offset by increases in Central Services, Property Management, and Risk Management services totaling \$6,000 combined.



DEPARTMENT MISSION STATEMENT

We are dedicated to providing financial management and policy support, analytical services, and financial information to the City Manager, City Departments, the general public, and others. Additionally, we create and support innovative preK-12 educational programs that attract families to our community and improve the quality of life for Miami Beach residents while improving experiences through performance initiatives that achieve positive measurable community outcomes.

DEPARTMENT DESCRIPTION

The Finance Department seeks the most efficient and effective use of City funds and develops, analyzes, and presents information about City finances to City departments, the public, the press, bond rating agencies, and other interested parties. It also works with the City's financial advisors, underwriters, and bond counsel to prepare and implement the City's financing strategies. The Customer Service Center provides services to residents and visitors including a call center, utility billing, Business Tax Receipts, parking permits, resort tax collections, lien searches, and cashiering. The Education and Performance Initiatives (EPI) was restructured in 2023 as a division of Finance to better align to the needs of the community by placing greater emphasis on educational initiatives that improve educational outcomes for our youth and attract/retain families. Additionally, the office continues to focus on performance excellence by increasing the organization's ability to learn, adapt, and excel within a constantly changing environment.

The major duties and responsibilities of the Department are:

- Managing the City's financial cycle of billing, receipting, disbursements, recording, and reporting
- Managing the City's investments, debt, treasury, and financing functions
- Managing the City's One Stop Shop Customer Service Center
- Facillitate and manage all education initiatives related to the Education Compact and other interlocal agreements with universities to enhance educational opportunities for youth, improve PreK-12 education in Miami Beach public schools, and increase post- secondary opportunities including paid interpolics.
- Manage excellence program performance initiatives to drive improvements across the city related to the maintenance of our public rights of way and infrastructure, as well as customer service

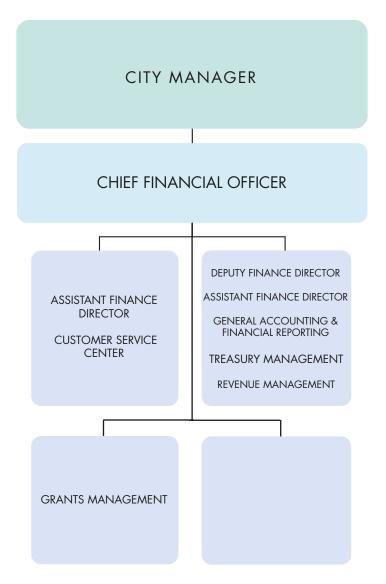
The Chief Financial Officer is responsible for all services and duties of the Finance Department. The Chief Financial Officer reports directly to the City Manager and is supported by a Deputy Finance Director, two Assistant Finance Directors, the Grants Division Director, and Chief Education Officer.

DEPARTMENT DESCRIPTION CONT'D

The duties of the Chief Financial Officer include:

- Providing policy support
- Establishing financial strategies
- Supporting management directives
- Giving departmental directions

The Chief Financial Officer additionally serves as the City's Liaison to the Finance and Economic Resiliency Committee and Health Facilities Authority Board, and serves as a trustee for the Miami Beach Employees' Retirement Plan and as the City's Liaison to the Finance Committee of the Greater Miami Convention & Visitors Bureau. Finance staff also serve on the Fireman's Relief Pension Fund Board, the Other Post-Employment Benefits (OPEB) Board, and the Miami City Ballet Board.



FISCAL ENVIRONMENT

The Finance Department is directly supported by the following six funding sources:

- General Fund
- Water and Sewer Fund
- Resort Tax Fund
- Parking Department Fund
- Building Department Fund
- Storm Water Fund
- Education Compact Fund

The General Fund charges an administrative fee to Enterprise Fund departments, the Redevelopment Agency (RDA), the North Beach Community Redevelopment Agency (CRA), and Resort Tax Fund to cover the cost of various administrative support functions provided by the General Fund.

STRATEGIC ALIGNMENT

Main Vision Area:

Organizational Innovation

Management Objectives:

Organizational Innovation

- Support all objectives to improve decision making and financial stewardship,
 - making the city more business friendly, with an employee culture of problem solving and engagement
- Ensure strong fiscal stewardship by making sure expenditure trends are sustainable over the near and long-term, using pay-as-you-go, innovative funding (such as grants and financing), integrating resilience and sustainability (into the capital budget process), and innovative risk management.
 Focus on long-term viability of parking, sanitation, pensions and health plans.
- Make Miami Beach more business and user-friendly through streamlining the development, permitting, procurement, and Business Tax Receipts processes.
- Maximize the use of innovative technology to help us be a Smart City, including open data, online transactions for customers, and threats like cybersecurity.

Prosperity

Be known for (K-12) educational excellence including expansion of enrichment programs into the Miami Beach school feeder pattern; including arts, culture, technology, college and vocational school, climate literacy, and counseling

STRATEGIC ALIGNMENT CONT'D

Neighborhoods

Enhance the beautification, physical appearance, and cleanliness of neighborhoods, especially North Beach, City rights-of-way, town center areas, parks, and beaches

Strategic Plan Actions:

- SUSTAIN all educational initiatives currently underway and provide information to private and charter K-12 schools per expansion of Committee for Quality Education per amended ordinance
- MAKE 50% of all customer (and financial) transactions with the City available online within two years

Budget Enhancement Actions:

- Community Schoolyard at Biscayne Elementary
- Enhanced Secret Shopper Program

BUSINESS ENVIRONMENT

The Finance Department:

- Provides financial management and procedural support to the Mayor and City Commission, City Manager's Office, and all City departments
- Is responsible for fair and accurate record keeping and reporting of the financial position of the City in accordance with Generally Accepted Accounting Principles (GAAP)
- Provides staff support to the Finance and Economic Resiliency Committee, the Health Facilities Authority, and others
- Operates the One-Stop Shop Customer Service Center
- Education and Performance Initiatives provides staff support to the Committee for Quality Education, Youth Commission, and the Education Enhancement Task Force, comprised of students, residents, parent-teacher association members, and community organizations
- Represents the City administration at all education-related meetings, functioning as the City's education liaison.
- Develops and implements performance initiatives that provide statistically valid data to departments across the City that are responsible for maintaining our public rights of way and ensuring that contractors meet established targets for cleanliness and service.

SIGNIFICANT ACCOMPLISHMENTS

- Effective 10/01/2022, the Grants Management Division now reports to the Finance department. The Grants Management section increases funding received by the City from external state, federal and local agencies, and foundations.
- Created a virtual tour for MB public schools highlighting programs and facilities and created five 30 minute #MBHistory segments focusing on the role of Black, Jewish, Hispanic, and LGBTQ Miami Beach community members
- Completed the Advanced Metering Infrastructure (AMI) Water Meter upgrades; launching the billing component of a major infrastructure improvement project that will change how water meters are read throughout our community. New AMI meters provide real-time water usage information to the City and Customers, while also providing the City with an accurate overview of the water system's demands. This new technology will allow the City to identify potential leaks, and customers will have access to more up-to-date and detailed information online.
- Began the conversion process for the City's new Utility Billing Module, migrating from the 2006 EDEN Utility Billing System to the MUNIS Enterprise Utilities Module. The MUNIS product will provide solutions for streamlining our billing processes, scheduling service orders and enhancing reporting capabilities. The MUNIS system also provides customers with a user-friendly interface for utility needs.

Issued the September 30, 2022 Annual Comprehensive Financial Report (ACFR) with an unmodified (clean) audit opinion provided by our independent external auditors and the Annual Audit Report with no findings reported by the external auditors.

- Surpassed the FY 2022 Business Tax Receipt (BTR) renewals collection goal of 85% paid by September 30, 2022, by 4%, with 89% of businesses paying before the deadline
- Configured, tested, and launched the department's section of the new Citywide 311 System. Developed reports and ad-hoc capabilities for data collected via the 311 system.

SIGNIFICANT ACCOMPLISHMENTS CONT'D

- Hired, trained, and onboarded four new staff members into the Customer Service Center Team (17% of the team)
- Sustained the Dual enrollment participation since program inception, and it has provided 4,758 students with access to Miami Beach-funded dual enrollment classes for a savings of \$2,816,395.54 to Miami Beach families. During the 2022-23 school year, approximately 400 students were enrolled in the classes.
- Spearheaded the City's Nurse Enhancement Initiative between the City of Miami Beach, North Bay Village, Town of Surfside, Town of Bay Harbor Islands, and Bal Harbor Village, to converge efforts to secure the funding needed for three mental health professionals at all Miami Beach public schools. Overall, 256 youth have received 1,755 mental health support services during the 2021-22 school year from City-funded mental health professionals.
- Automated and sustained a prekindergarten scholarship program for the 2022-23 school year for approximately 92 Miami Beach children with an annual stipend of \$2,700 per child to expand access to early childhood education for Miami Beach children. Approximately 158 children applied for the program during the 2023-24 school year. In the 2023-24 school year, funding was increased to \$3,000 per child, allowing access to 158 children, which represents a 65% increase.
- Developed a first to college MB scholarship of up to \$3,500
 per year for residents who are 1st generation college students
 through a partnership with Florida International University
 (FIU), Miami Beach Chamber, and Miami Beach Police Athletic
 League
- Expanded the STEAM Plus program reaching 4,982 students across all grade levels during the 2021-2022 school year, increasing access to arts-based learning experiences
- During FY 2023, Education and Performance Initiatives began reporting to the Finance department. The Education and Performance Initiatives section works to develop and sustain educational initiatives that improve educational outcomes for our youth and attract/retain families.

SIGNIFICANT ACCOMPLISHMENTS CONT'D

- Implemented and monitored all university partnerships including internships and research projects. This includes paid internships for students from Florida International University, the University of Miami, Florida Memorial University (FMU), Massachusetts Institute of Technology (MIT), Columbia University, Nova Southeastern University, and Harvard University. As of spring 2023,158 paid graduate and undergraduate student interns had been placed since partnership inception. These placements have yielded a high return, with students contributing to each department's success.
- Saved \$12.9 million by refinancing water and sewer bonds to fund critical infrastructure improvements to the City's water and sewer system
- This fiscal year the City was awarded grants totaling over \$11.5 million for various City projects
- Maintained the City's strong credit ratings of AA+ (Standard & Poor's) and Aa2 (Moody's)
- Completed a comprehensive update of the City's Investment Policy and was one of only two municipalities in the State of Florida to have their Investment Policy assigned a AAAf/S1 rating by Standard & Poor's and was one of only 208 applicants to be approved in the last 10 years by the Association of Public Treasurers of the USA and Canada
- Issued the September 30, 2022 Annual Comprehensive Financial Report (ACFR) with an unmodified (clean) audit opinion provided by our independent external auditors and the Annual Audit Report with no findings reported by the external auditors
- Awarded for the thirty-fourth (34th) consecutive year the Government Finance Officer Association (GFOA) and the United States and Canada Certificate of Achievement for Excellence in Financial Reporting for the City's September 30, 2021 Annual Comprehensive Financial Report (ACFR)
- Partnered with Miami Beach Adult Education Center to provide free GED/ESOL classes to adult Miami Beach residents during the 2022-23 year. For winter 2021, spring 2022, and fall 2022, 543 Miami Beach residents took advantage of free classes.

CRITICAL SUCCESS FACTORS

- Continued involvement in the training of City staff as it relates to Munis accounts payable, general ledger, purchasing, budget, accounts receivable, grants compliance and project accounting modules
- Achieving lower financing interest rates by maintaining or improving our bond ratings
- Ensuring staff is consistent and dependable in delivering exceptional and timely customer services in the Customer Service Center
- Maintaining internal controls and security along with processes and procedures around assets, receipts, disbursements, and reporting
- Ongoing support from various departments needed to ensure development and deployment of various Education Compact components, including the internship program with FIU, UM, FMU, MIT, Columbia University, Nova Southeastern University, and Harvard University
- Ongoing cooperation with Miami-Dade County Public Schools and other education partners to ensure Education Compact components are developed and implemented as agreed upon
- Ongoing support from all departments and municipal partners, including Miami-Dade County, to ensure data from various performance initiatives are used to improve City services and meet community expectations

FUTURE OUTLOOK

Online operations will continue to be improved and processes will continue to be reviewed to enhance customer service and increase efficiency and effectiveness. In addition, activity drivers for phone calls and walk-ins will be streamlined in the Customer Service Center to drive business on-line and reduce the need for residents to contact the City directly.

Other significant items include streamlining operations at the Customer Service Center, coordinating financial aspects of the implementation of the General Obligation (GO) Bond program.

External financial reporting operations will look to be streamlined with the acquisition and implementation of an Annual Comprehensive Financial Report (ACFR) automation software.

Over the next five years, we will continue to strengthen fiscal policies, support diversification of the City's economy to be more attractive to businesses, maintain and build reserve levels, manage the City's debt load, enhance customer service, and maintain or improve the City's credit ratings.

Additionally, ongoing support from various departments is needed to ensure development and deployment of various Education Compact components, including the internship program with FIU, UM, FMU, MIT, Columbia University, Nova Southeastern University, and Harvard University.

Cooperation with Miami-Dade County Public Schools and other education partners to ensure Education Compact components are developed and implemented as agreed upon is critical as additional educational initiatives are created and added. Should the Committee for Quality Education expand to include all K-12 schools in Miami Beach, the need for additional staff and funding is required in order to implement the current and new programs that will be requested.

Ongoing support from all departments and municipal partners, including Miami-Dade County, to ensure data from various performance initiatives are used to improve City services and meet community expectations.



PERFORMANCE PLAN HIGHLIGHTS

PERFORMANCE MEASURES	2020 Actuals	2021 Actuals	2022 Actuals	2023 Target	2024 Target
Main Vision Area: Organizational Innovation					
GO bond ratings: Moody's/S&P	Aa2/AA+	Aal/AA+	AA2/AA+	Aal/AA+	Aa2/AA+
Percentage of visits rated as "excellent" at the Customer Service Center	98%	97%	97%	98%	98%
Total average visit time for all transactions processed at the Customer Service Center (minutes)	23	21	14	22	22
Annual renewal rate for business tax receipts by October 1st deadline	87%	86%	89%	85%	85%
Average abandoned rate for phone calls to the Customer Service Center Call-Center	*	5%	8%	5%	5%
Average number of days after end of month for completion of bank reconciliations	44 days	42 days	<45 days	<45 days	<45days
Investment program rating: S&P Global	AAAf/S1	AAAf/S1	AAAf/S1	AAAf/S1	AAAf/S1
Grant revenues brought into the City per fiscal year (in Millions)	\$ 7.96	\$ 7.28	\$ 11.50	\$ 5.00	\$ 5.00
Main Vision Area: Prosperity					
% of residents with elementary school children satisfied or very satisfied (includes neutral) with public schools within Miami Beach (MB Survey)					
Health & well-being	*	*	87.5%	80%	80%
Safety	*	*	83.0%	80%	80%
Student Achievement	*	*	92.1%	80%	80%
% of residents with middle school children satisfied or very satisfied (includes neutral) with public schools within Miami Beach (MB Survey)					
Health & well-being	*	*	80.8%	80%	80%
Safety	*	*	85.2%	80%	80%
Student Achievement	*	*	84.7%	80%	80%
% of residents with high school children satisfied or very satisfied (includes neutral) with public schools within Miami Beach (MB Survey)					
Health & well-being	*	*	70%	80%	80%
Safety	*	*	70.9%	80%	80%
Student Achievement	*	*	64.3%	80%	80%

PERFORMANCE PLAN HIGHLIGHTS CONT'D

PERFORMANCE MEASURES	2020 Actuals	2021 Actuals	2022 Actuals	2023 Target	2024 Target
# of IB graduates with IB diploma	47	55	**	50	50
% of IB graduates attaining IB diploma	90%	100%	**	80%	80%
# of dual enrollment classes at Miami Beach Senior High School and Miami Beach Nautilus Middle School	41	41	21	35	35
# of dual enrollment student class participants at Miami Beach Senior High School and Miami Beach Nautilus Middle School	772	1,024	445	500	500
# of students participating in STEAM Plus program (school year)	2,915	4,310	4,982	5,000	5,000
# of City of Miami Beach PreKindergarten scholarships issued	*	78	92	158	158
# of mental health sessions provided through partnership	1,885	2,638	1,755	1,074	1,500
Percentage of First Generation Miami Beach Scholarship Funds Utilized	*	*	*	100%	100%
Citywide Public Area Cleanliness Index** ⁽¹⁾	*	*	*	*	1.50
% Public Area assessments scoring 2.0 or better (cleanliness index)** $^{(1)}$	*	*	*	*	80%
Citywide Mystery Rider Trolley Program Index** ⁽²⁾	*	*	*	*	1.50
% of Mystery Rider Assessments scoring 2.0 or better** ⁽²⁾	*	*	*	*	90%
Citywide Restroom Index Rating** ⁽³⁾	*	*	*	*	2.00
% overall Restroom Index Meeting Target (2.0) * * $^{(3)}$	*	*	*	*	90%
Overall Garage Index Rating** ⁽⁴⁾	*	*	*	*	2.00
% overall Garage Index meeting target (2.0)** $^{(4)}$	*	*	*	*	90%
Average Garage Attendant Assessment Score ** (5)	*	*	*	*	4.00
Average Garage Security Assessment Score** ⁽⁶⁾	*	*	*	*	4.00
Overall Valet Score** ⁽⁷⁾	*	*	*	*	4.00
# of citywide administrative procedures updated or developed	4	5	6	5	5
% residents that agree or strongly agree that employees are courteous and professional (MB Survey)	*	*	65%	*	*
% residents that agree or strongly agree that employees that assisted them during their most recent contact with the City had the proper knowledge (MB Survey)	*	*	55%	*	*

PERFORMANCE PLAN HIGHLIGHTS CONT'D

PERFORMANCE MEASURES	2020 Actuals	2021 Actuals	2022 Actuals	2023 Target	2024 Target
% businesses that agree or strongly agree that employees are courteous and professional (MB Survey)	*	*	61%	*	*
% businesses that agree or strongly agree that employees that assisted them during their most recent contact with the City had the proper knowledge (MB Survey)	*	*	45%	*	*
# of employees recognized through Reward and Recognition Programs (Employee Suggestion only)	75	37	26	75	75

^{*}Indicates measure was not tracked and/or conducted during reporting period

^{**}Final data not available

⁽¹⁾Based on Public Area Cleanliness Index with 1 being Extremely Clean and 6 being Extremely Dirty.

^[2] Based on Mystery Rider Transit Index that evaluates the level of service on the trolley system, with 1 being very well maintained and 6 being not maintained.

 $^{^{(3)}}$ Based on Restroom Index with 1 being very well maintained and 6 being not maintained

⁽⁴⁾Based on Garage Index with 1 being very well maintained and 6 being not maintained

⁽⁵⁾Based on Garage Attendant program with 1 being not satisfied with service and 5 being extremely satisfied

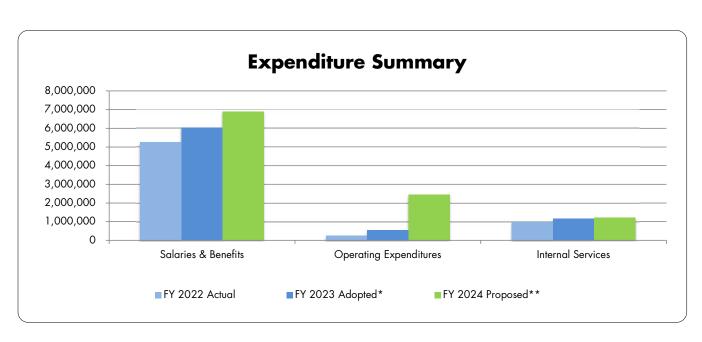
⁽⁶⁾Based on Garage Security Index with 1 being not satisfied by the service from garage security personnel and 5 being extremely satisfied

^[7]Based on Valet Operator Index with 1 being not satisfied with service and 5 being extremely satisfied

DEPARTMENT FINANCIAL SUMM	ARY - GENERAL FUND			
Revenue Area	FY 2021 Actual	FY 2022 Actual	FY 2023 Adopted*	FY 2024 Proposed**
Business Tax Receipts	3,706,743	4,977,878	4,940,000	5,267,000
Interest on Investments	5,315,882	3,945,027	5,577,000	6,222,000
P-Card Rebate	73,712	79,788	90,000	80,000
Passport Revenue	39,688	<i>7</i> 9,355	39,000	43,000
Lien Statement Fees	1,342,765	1,452,682	750,000	750,000
Gain/Loss on Investments	(7,018,719)	(36,212,285)	0	0
Other Miscellaneous Revenues	<i>7</i> ,1 <i>77</i>	1 <i>7</i> ,013	14,000	16,000
Total	\$ 3,467,248	\$ (25,660,542)	\$ 11,410,000	\$ 12,378,000
Expenditure Area				
Salaries & Benefits	5,072,430	5,264,954	6,050,000	6,891,000
Operating Expenditures	231,361	255,751	556,000	2,444,000
Internal Services	956,000	980,000	1,162,000	1,219,000
Total	\$ 6,259,791	\$ 6,500,705	\$ 7,768,000	\$ 10,554,000
General Fund	40.80 + 0.00 PT	40.80 + 0.00 PT	43.80 + 0.00 PT	48.85 + 1.50 PT
Resort Tax Fund	3.50 + 0.00 PT	3.50 + 0.00 PT	3.50 + 0.00 PT	3.55 + 2.00 PT
Parking Fund	9.75 + 0.00 PT	9.75 + 0.00 PT	9.75 + 0.00 PT	9.75 + 0.00 PT
Other Funds	4.95 + 0.00 PT	4.95 + 0.00 PT	4.95 + 0.00 PT	4.95 + 0.00 PT
Total Budgeted Positions	59.00 + 0.00 PT	59.00 + 0.00 PT	62.00 + 0.00 PT	67.10 + 3.50 PT

^{*}Effective FY 2023, the Grants Management Division transferred from the City Manager's Office to the Finance Department based on re-organization.

^{**}During FY 2023, Education and Performance Initiatives re-organized as a division of the Finance Department.



FINANCE - GENERAL FUND								
		FY 2021	I	FY 2022		FY 2023		FY 2024
Expenditure Area		Actual		Actual		Adopted	I	Proposed
Salaries & Benefits		5,072,430		5,264,954		5,574,000		5,950,000
Operating Expenditures		231,361		255,751		376,500		629,000
Internal Services		956,000		980,000		1,112,000		1,066,000
Total	\$	6,259,791	\$	6,500,705	\$	7,062,500	\$	7,645,000
Total Budgeted Positions	40.	.80 + 0.00 PT	40.	80 + 0.00 PT	41	.80 + 0.00 PT	42.	.80 + 0.00 PT

GRANTS MANAGEMENT - GENERAL FUND										
	FY 20)21	FY 2022	I	FY 2023		FY 2024			
Expenditure Area	Actu	al	Actual	Δ	\dopted*		Proposed			
Salaries & Benefits		0	0		476,000		438,000			
Operating Expenditures		0	0		1 <i>7</i> 9,500		165,000			
Internal Services		0	0		50,000		47,000			
Total	\$	0 \$	0	\$	705,500	\$	650,000			
Total Budgeted Positions	0.00 +	0.00 PT	0.00 + 0.00 P1	2.0	0.00 PT	3.	00 + 0.00 PT			

^{*}Effective FY 2023, the Grants Management Division transferred from the City Manager's Office to the Finance Department based on re-organization.

EDUCATION AND PERFORMANCE INITIATIVES - GENERAL FUND									
	FY 20	021	FY 2022	FY 2023	FY 2024				
Expenditure Area	Actu	Jal	Actual	Adopted	Proposed**				
Salaries & Benefits		0	0	0	503,000				
Operating Expenditures		0	0	0	1,650,000				
Internal Services		0	0	0	106,000				
Total	\$	0 \$	0	\$ 0	\$ 2,259,000				
Total Budgeted Positions	0.00 +	0.00 PT	0.00 + 0.00 PT	0.00 + 0.00 PT	3.05 + 1.50 PT				

^{**}During FY 2023, Education and Performance Initiatives re-organized as a division of the Finance Department.

0 \$

0

FINANCE

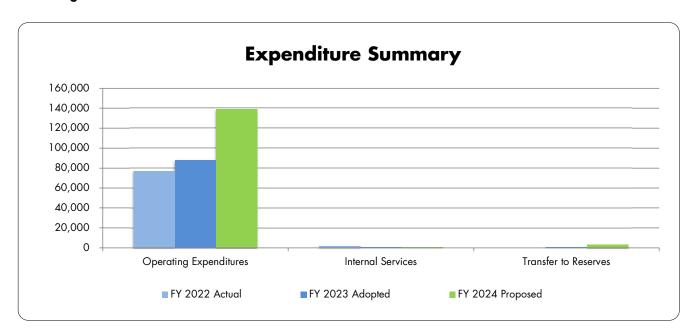
Revenue Area	FY 2021 Actual	FY 2022 Actual	FY 2023 Adopted	FY 2024 Proposed
Contributions from Waste Haulers	90,000	99,000	90,000	90,000
Other Contributions & Donations	64,670	87,183	0	53,000
Total	\$ 154,670	\$ 186,183	\$ 90,000	\$ 143,000
Expenditure Area				
Operating Expenditures	399,022	<i>77</i> ,256	88,000	139,000
Internal Services	135	2,000	1,000	1,00
Transfer to Reserves	0	0	1,000	3,000
Total	\$ 399,157	\$ 79,256	\$ 90,000	\$ 143,000

Total Budgeted Positions 0.00 + 0.00 PT 0.00 + 0.00 PT 0.00 + 0.00 PT 0.00 + 0.00 PT

106,927 \$

(244,487) \$

Revenues Less Expenditures



BUDGET HIGHLIGHTS

• A significant component of the increase in personnel expenditures for all departments is attributed to increases in employee-related costs that include a three percent cost of living adjustment effective April 2024, excluding the American Federation of State, County, and Municipal Employees (AFSCME) which is effective May 2024, as well as a maximum of three percent merit increase for all employees, except members of the Fraternal Order of Police (FOP) and International Association of Fire Fighters (IAFF) which include a five percent step increase. Merit and step increases apply within existing pay ranges. A ten percent increase in the City's premiums for health insurance for all employees is also included.

General Fund

- Personnel services expenditures increased by \$841,000, or 13.9%, primarily due to the re-organization of Education and Performance Initiatives (\$503,000) as a division of the Finance Department during FY 2023 further detailed below. Other increases in personnel services expenditures are attributed to applicable cost of living adjustments and merit increases budgeted citywide for FY 2024, as well as an increase in the City's premiums for health insurance budgeted citywide for FY 2024.
- Operating expenditures increased by \$1,888,000, primarily due to the re-organization of Education and Performance Initiatives (\$1,650,000) as a division of the Finance Department during FY 2023 further detailed below. Other increases in operating expenditures are attributed to the re-allocation of the annual costs for the City's external audit, which in previous years was budgeted in the General Fund Citywide Accounts budget and is being transferred to the Finance Department's budget effective FY 2024, as well as increases for the continuation of existing contractual services agreements.
- Internal services expenditures increased by \$57,000, or 4.9%. This is primarily due to the re-organization of Education and Performance Initiatives (\$106,000) as a division of the Finance Department during FY 2023 further detailed below. Other increases in internal services expenditures are attributed to Central Services, Property, and Risk Management services, totaling \$70,000 combined, which were largely offset by a decrease in Information Technology services of \$119,000.

BUDGET HIGHLIGHTS CONT'D

Education Compact Fund

The Education Compact Fund budget increased by \$53,000 primarily due to an increase in other contributions and donations of \$53,000 to be primarily allocated for existing educational initiatives budgeted in the General Fund in previous years.

Finance Department Re-organization

During FY 2023, Education and Performance Initiatives was reorganized as a division of the Finance department. Of the overall increase in the Finance Department's General Fund budget from FY 2023 to FY 2024 of \$2,786,000, \$2,259,000 is attributed directly to the re-organization of Education and Performance Initiatives as a new division of the Finance Department during FY 2023.

FY 2024 Enhancements

General Fund

- The FY 2024 budget includes a \$70,000 one-time enhancement for the pursuit of a partnership with the Trust for Public Land Organization for a community schoolyard at Biscayne Elementary, provided Miami Dade County Schools supports this partnership.
- The FY 2024 budget includes a \$8,000 recurring enhancement for additional funding for the Secret Shopper Café Index Program to enhance the existing Secret Shopper program.
- The FY 2024 budget includes a \$4,000 recurring enhancement to increase the total minimum living wage rate from the current rate of \$15.61 per hour, including health benefits, to \$16.08 per hour, including health benefits, effective January 1, 2024.

DEPARTMENT MISSION STATEMENT

We are committed to treating each person as a valued customer while contributing positively to achieve the overall goals of the City of Miami Beach through comprehensive programming that displays a thorough understanding of all aspects of the human resource profession, including proactive involvement in areas of legal compliance and service that displays a genuine interest in the lives of others.

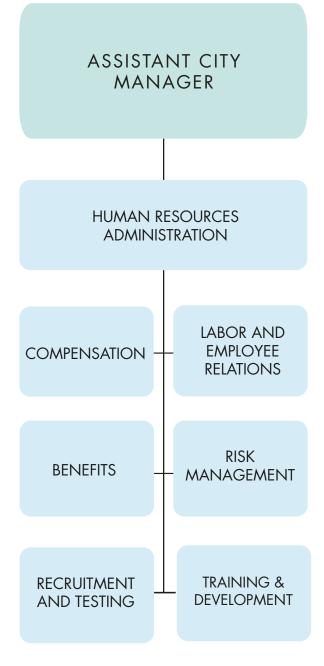
DEPARTMENT DESCRIPTION

The Human Resources Department is responsible for all personnelrelated activities and is comprised of the following functional areas:

- Compensation Processes and maintains all employee and s415 retiree personnel information, including payroll earnings and deductions, tuition assistance, Deferred Retirement Option Plan (DROP) payouts, sick sell-backs, leave and attendance, cost of living adjustment (COLA) increases, pension buybacks, unemployment hearings, workers compensation depositions, employment verifications, exit interviews, perfect attendance bonuses, public records requests, and Miami-Dade County financial disclosure reporting
- <u>Recruitment and Testing</u> Assists departments in recruiting and selecting qualified job applicants; develops, administers, and validates competitive recruitment methods; administers preemployment and promotional examinations and performs pre-employment background checks
- Labor and Employee Relations Oversees, consults and processes disciplinary matters; investigates and responds to all Equal Employment Opportunity Commission (EEOC) official charges of alleged discrimination; negotiates and administers last chance agreements; administers the City's collective bargaining agreements, develops language to address issues upon which there is disagreement between the parties involved, and advises on conflict resolution; administers the grievance/arbitration process and conducts citywide investigations related to employee misconduct and allegations of discriminatory practices
- Benefits Assists in the formulation of employee benefit programs; develops and administers benefit-related contracts; coordinates open enrollment activities; administers the budget for self-insured and fully insured benefit plans; oversees the City's wellness program and ensures compliance with all Patient Protection and Affordable Care Act requirements
- <u>Risk Management</u> Protects the City's assets by identifying, evaluating, and controlling loss exposures; administering the City's insurance programs for liability, property/flood and workers' compensation; oversees risk transfer and loss control measures; conducts safety training and inspection of facilities for potential hazards

DEPARTMENT DESCRIPTION CONT'D

 Training & Development - Assesses training needs through communication with departments; develops training programs for departments, ensures compliance with mandatory trainings; conducts new employee orientation, educating employees on CMB culture; organizes training sessions, interviews and secures subject matter experts and vendors; manages employee development programs to include leadership, culture and Employee Academy Program; oversees rewards and recognition programs to include: Service Recognition Program, Employee Suggestion Program, Performance Recognition Program and Ethical Hero Program



FISCAL ENVIRONMENT

The allocation of funds for the Department of Human Resources, except for Benefits and Risk Management, comes from the General Fund. The General Fund charges an administrative fee to Enterprise Fund departments, the Redevelopment Agency (RDA), the North Beach Community Redevelopment Agency (CRA), and Resort Tax Fund to cover the cost of various administrative support functions provided by the General Fund.

The Risk Management and Benefits Divisions are Internal Service Funds sustained by charges to other funds and departments.

STRATEGIC ALIGNMENT

Main Vision Area:

Organizational Innovation

Management Objectives:

- Organizational Innovation
 - Support all objectives to improve decision making and financial stewardship, making the city more business
 - friendly, with an employee culture of problem solving and engagement
 - Attract and retain top talent by building a strong, professional public administration and succession planning
 - Foster rewarding careers through training and assignments, and align the management team decision-making, evaluations, and system of rewards
 - Improve employee safety and wellness by offering an excellent wellness program, and explore policies to better align City functions for the modern workforce, including work hours (flex hours and days), travel, and cell phones

Strategic Plan Actions:

- **DEVELOP** creative ideas to attract and retain top talent
- DEVELOP/IMPLEMENT programs that build employee engagement
- MAINTAIN a safe working environment for all employees
- PROVIDE robust benefits that assist employees with work/ personal life issues

Budget Enhancement Actions:

N/A

BUSINESS ENVIRONMENT

The Human Resources Department provides direction and support regarding a myriad of related competencies. The recruitment and selection processes are the gateway to the City and the labor market is tightening in some professions, which directly challenge endeavors to recruit and maintain a competent workforce.

In terms of the business environment, the Human Resources Department has successfully recruited qualified and competent personnel for the department, thereby creating a strong team of professionals to carry out the duties of this department.

Department staff support the Personnel Board and Health Advisory Committee.

SIGNIFICANT ACCOMPLISHMENTS

- The City self-insures and self-administers its liability claims (property damage, bodily injury, automobile, police actions, and employment). Risk Management received 211 liability claims related to bodily injury, property damage, public officials, employment, and violation of civil rights. The Risk Management Division unit closed 132 subrogation claims. By pursuing these claims, the City can recover funds spent for repair/replacement of property damage from responsible parties.
- The Risk Management team has contributed to improving the City's reserve policies and has successfully resolved many large exposures liability claims with the assistance of the City Attorney's Office resulting in savings in legal fees for the City
- For FY 2022, the Recruitment Division received over 11,000 applications for over 200 job openings advertised that have resulted in a total of 367 hires (324 new hires and 43 rehires), which is a 73% increase from the previous fiscal year total of 212 hires (169 new and 43 rehires).



Successfully concluded bargaining with City's five unions to execute five collective bargaining agreements.

SIGNIFICANT ACCOMPLISHMENTS CONT'D

- The Recruitment Division has also processed a total of 458
 job changes that include promotions, demotions, and transfers
 within departments, which is a 84% increase from previous
 fiscal year total of 249 job changes. This was accomplished
 without adding any headcount to the Recruitment Division.
- During FY 2022, the Employee Benefits Division re-integrated many in-person activities into the Wellness Program, while simultaneously maintaining virtual class options to facilitate continuing wellness achievements that included:
 - Virtual and In-person boot camp workouts through NRG
 - o Dial-in nutritionist appointments
 - Monthly virtual 3Ks, including the Corporate Run
 - EAP webinars and Health Plan Educational webinars from Ciana
 - Financial Planning webinars from Nationwide Retirement Solutions and Mission Square
 - o Biometric Screenings
- In October 2022, the City established a contract with Foundations Risk Partners Health Care Benefits consultant, who provides unlimited actuarial support and analysis of the self-funded medical and dental health care coverage plans, negotiates with carriers to obtain the best prices, terms, and conditions available, and provides support and guidance in the implementation of the requirements of the Corona virus relief legislation (CARES Act and SECURE Act), among many other duties
- During FY 2022, the Employee Benefits Division reviewed and processed 7,040 personnel actions, including 2,460 benefit changes
- The Employee Benefit Division completed the City's third 100% remote open enrollment where benefit eligible employees and retirees were provided via Munis Employee Self Service (ESS), mail, e-mail, and telephone
- The Employee Relations Division conducted 24 Fitness for Duty processes, in addition to initiating 20 ADA interactive processes and completing 6 management referrals to the Employee Assistance Program (EAP). The Division processed and handled 63 disciplinary actions across various departments within the City.

SIGNIFICANT ACCOMPLISHMENTS CONT'D

- The Division responded to 11 alleged discrimination charges, on behalf of the City, from the Equal Employment Opportunity Commission (EEOC) and emphatically refuted the allegations of discrimination and received 9 dismissals determining no violations of statutes. HR also simultaneously negotiated and collectively bargained with all five unions (CWA, GSAF, FOP, AFSCME, and IAFF) to produce five collective agreements.
- The Compensation Division worked on updating floating holiday time banks for unclassified employees as well as for those classified employees who are not represented by a collective bargaining unit (commonly referenced as the "Others" employee group) to reflect four floating holidays instead of the three floating holidays and one birthday (previous practice). These employees will have the convenience of receiving four (4) floating holidays at the beginning of calendar year 2023 and can use them at any time through the end of the calendar year.
- In addition, the Compensation Division worked diligently to implement the contract provisions for all five newly negotiated union contracts including COLA increases, furlough relief, and premium rate increases



CRITICAL SUCCESS FACTORS

Several factors are critical to the Human Resources Department's successful achievement of its work plan:

- Ensuring the Human Resources department staff are given the tools, training, and motivation to operate in the most efficient and effective manner
- Recognizing and encouraging the value of diversity in the workplace
- Establishing, administering, and effectively communicating sound policies, rules and practices that treat employees with dignity and equality while maintaining City compliance with federal, state, and local employment labor laws, City ordinances, administrative policies, and labor agreements

In response to the "Great Resignation," recruitment and retention challenges experienced Citywide, the Human Resources Department has prioritized employee retention thru the following strategies:

- Ensuring competitive compensation
- Providing career development opportunities
- Facilitating flexible work arrangements where possible and effective
- Creating opportunities to reinforce employee satisfaction
- Assisting Departments with organization and succession planning

CRITICAL SUCCESS FACTORS CONT'D

Employee satisfaction and opportunities for career progression engender loyal employees and ultimately, a more successful organization.

FUTURE OUTLOOK

The Human Resources Department will continue to work proactively with other departments and the five collective bargaining units to address challenges facing the City, including, but not limited to, meaningful discussions on:

- Sustaining essential services and promoting organizational excellence with limited resources
- Recruiting and maintaining a quality workforce
- Ensuring the City's compensation plan continues to stay competitive
- Ensuring the City's classification plan continues to be equitable and accurately represents the tasks and responsibilities of each incumbent
- Continuing efforts to promote an organizational culture where employees accept and understand that they are individually and collectively responsible for transparent and ethical behaviors that are beyond reproach



PERFORMANCE PLAN HIGHLIGHTS

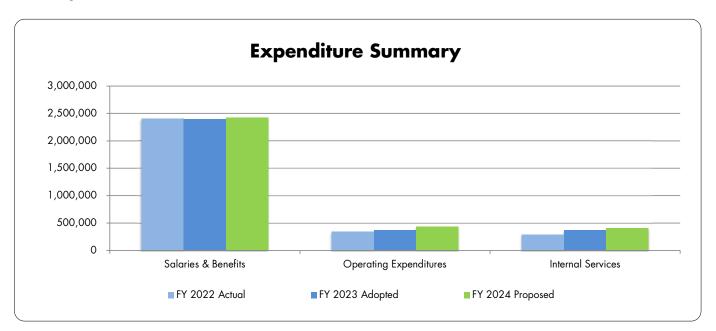
PERFORMANCE MEASURES	2020 Actuals	2021 Actuals	2022 Actuals	2023 Target	2024 Target
Main Vision Area: Organizational Innovation					
% of change for group employer medical premium (includes HSA contribution)	5%	5%	5%	5%	5%
% of change for group employer dental premium (includes HSA contribution)	5%	5%	8%	5%	5%
% of change for group employee medical premium	0%	0%	0%	5%	5%
% of change for group employee dental premium	0%	0%	0%	5%	5%
Average value of medical claims per employee per month	\$1,035	\$1,093	\$1,218	\$1,020	\$1,050
Average value of dental claims per employee per month	\$64	\$67	\$69	\$68	\$65
# of applicants processed by recruitment functional area	9,291	11,338	11,012	14,000	12,000
% of Engagement in Wellness program	49%	42%	43%	75%	40%
Employee Hours on Injury Service Connected (ISC)	20,340	47,045	24,739	20,000	22,000
Injury Service Connection (ISC) Claims Cost	\$743,328	\$1,830,598*	\$920,05 <i>7</i>	\$400,000	\$450,000
Average value of workers compensation claim	\$6,515	\$7,533	\$5,690	\$5,500	\$5,400
# of 3rd party liability claims received	137	136	173***	130	155
Value of 3rd party liability claims settled	\$4,354,079	\$2,713,021	\$1,516,734***	\$3,500,000	\$3,700,000
# of total employees drug tested	1,377	121**	0**	2,500	2,500
% of Equal Employment Opportunity Commission charges ruled in City's favor	100%	100%	100%	100%	100%
# of employees who received tuition reimbursement	74	22	76	125	120
# of employees trained on HR related topics	0	112	1,138	650	1,500
Total Tuition Reimbursements	\$167,380	\$42,052	\$129,606	\$250,000	\$220,000
Average Salary	\$77,215	\$78,877	\$80,853	\$80,500	\$82,000

^{*}Elevated levels of Injury Service Connected Costs in FY 2021 due to COVID-19

^{**}Reduced number of employee drug tests due to COVID-19

^{***}This figure only includes tort claims and excludes all claims listed "Not Otherwise Classified" in Origami RMIS

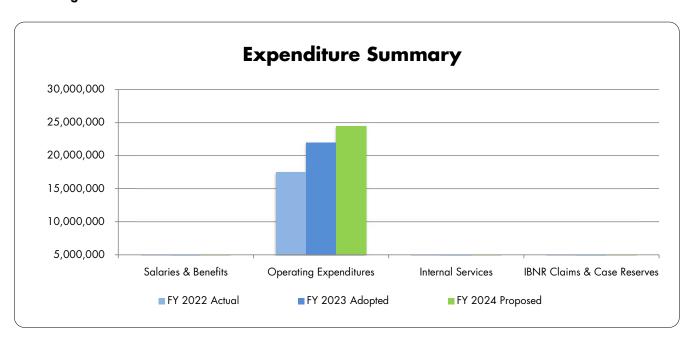
DEPARTMENT FINANCIAL SUMMARY - GENERAL FUND									
		FY 2021		FY 2022		FY 2023		FY 2024	
Expenditure Area		Actual		Actual		Adopted		Proposed	
Salaries & Benefits		2,166,771		2,401,083		2,391,100		2,421,000	
Operating Expenditures		97,452		337,554		363,900		436,000	
Internal Services		303,120		289,000		369,000		408,000	
Total	\$	2,567,343	\$	3,027,637	\$	3,124,000	\$	3,265,000	
Total Budgeted Positions	1	8.60 + 0.00 PT		18.60 + 0.00 PT		18.20 + 0.00 PT		18.20 + 0.00 PT	



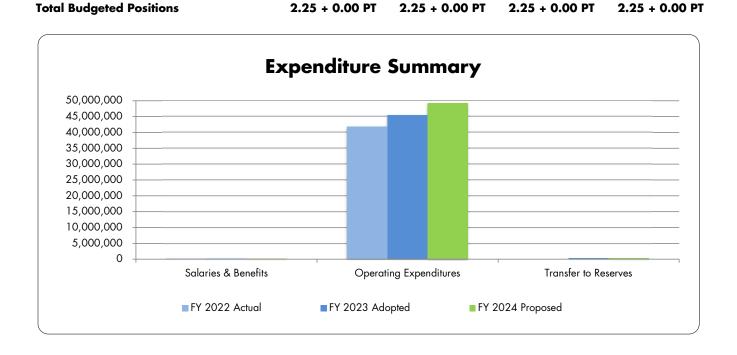
HUMAN RESOURCES	GENERAL FUND				
		FY 2021	FY 2022	FY 2023	FY 2024
Expenditure Area		Actual	Actual	Adopted	Proposed
Salaries & Benefits		1,773,135	1,929,727	1,888,100	1,946,000
Operating Expenditures		69,086	239,835	245,900	334,000
Internal Services		277,120	258,000	325,000	359,000
Total	\$	2,119,341	\$ 2,427,562	\$ 2,459,000	\$ 2,639,000
Total Budgeted Position	15	15.10 + 0.00 PT	15.10 + 0.00 PT	15.20 + 0.00 PT	15.20 + 0.00 PT

LABOR RELATIONS	GENERAL FUND				
		FY 2021	FY 2022	FY 2023	FY 2024
Expenditure Area		Actual	Actual	Adopted	Proposed
Salaries & Benefits		393,636	471,356	503,000	475,000
Operating Expenditures		28,366	97,719	118,000	102,000
Internal Services		26,000	31,000	44,000	49,000
Total	\$	448,002	\$ 600,075	\$ 665,000	\$ 626,000
Total Budgeted Positi	ons	3.50 + 0.00 PT	3.50 + 0.00 PT	3.00 + 0.00 PT	3.00 + 0.00 PT

DEPARTMENT FINANCIAL SUMM	ARY - R	ISK MANAGE	MEI	NT FUND		
Revenue Area		FY 2021 Actual		FY 2022 Actual	FY 2023 Adopted	FY 2024 Proposed
Interdepartmental Charges		20,415,000		21,766,000	22,721,000	24,628,000
Interest/Other		1,516,309		1,972,312	1,125,000	2,112,000
Total	\$	21,931,309	\$	23,738,312	\$ 23,846,000	\$ 26,740,000
Expenditure Area		202 7//		, oo o , ,	1 111 000	
Salaries & Benefits		999,766		690,364	1,111,000	1,192,000
Operating Expenditures		18,928,483		17,522,261	21,987,000	24,497,000
Internal Services		130,000		236,364	255,000	236,000
IBNR Claims & Case Reserves		(4,869,485)		(372,161)	493,000	815,000
Total	\$	15,188,763	\$	18,076,828	\$ 23,846,000	\$ 26,740,000
Revenues Less Expenditures	\$	6,742,545	\$	5,661,485	\$ 0	\$ 0
Total Budgeted Positions	7	.15 + 0.00 PT	8	8.15 + 0.00 PT	8.55 + 0.00 PT	8.55 + 0.00 PT



DEPARTMENT FINANCIAL SUMMARY	Y - M	EDICAL AND D	DEN	TAL FUND		
Revenue Area		FY 2021 Actual		FY 2022 Actual	FY 2023 Adopted	FY 2024 Proposed
Retiree Subsidy - Medicare Part D		150,383		126,270	135,000	133,000
Prescription Rebates		1,583,589		1,250,085	1,346,000	1,329,000
Employees Deductions		4,661,248		4,546,909	4,642,000	4,432,000
CMB Contributions - Active		12,277,969		12,583,287	14,264,000	14,944,000
Retirees Contributions		3,191,406		2,973,124	3,277,000	3,343,000
Financial Recoveries - Paid Claims		745,908		3,488,966	3,227,000	2,480,000
CMB Contributions - Retirees		5,592,918		5,775,133	6,503,000	7,160,000
CMB Contrib 3rd Party Insurance		9,858,210		10,768,341	12,421,000	13,429,000
Miscellaneous/Other		104,202		108,675	68,000	340,000
Fund Balance/Retained Earnings		0		0	276,000	2,252,000
Total	\$	38,165,834	\$	41,620,790	\$ 46,159,000	\$ 49,842,000
Expenditure Area						
Salaries & Benefits		262,717		194,492	275,000	290,000
Operating Expenditures		37,988,604		41,877,523	45,545,000	49,226,000
Transfer to Reserves		0		0	339,000	326,000
Total	\$	38,251,320	\$	42,072,015	\$ 46,159,000	\$ 49,842,000
Revenues Less Expenditures	\$	(85,487)	\$	(451,225)	\$ 0	\$ 0



BUDGET HIGHLIGHTS

• A significant component of the increase in personnel expenditures for all departments is attributed to increases in employee-related costs that include a three percent cost of living adjustment effective April 2024, excluding the American Federation of State, County, and Municipal Employees (AFSCME) which is effective May 2024, as well as a maximum of three percent merit increase for all employees, except members of the Fraternal Order of Police (FOP) and International Association of Fire Fighters (IAFF) which include a five percent step increase. Merit and step increases apply within existing pay ranges. A ten percent increase in the City's premiums for health insurance for all employees is also included.

General Fund

The department's General Fund operating budget increased by \$141,000, or 4.5%, overall. This is due to increases in personnel expenditures of \$29,900, or 1.3%, resulting from applicable merit and cost of living adjustment increases budgeted in FY 2024, as well as increases in the City's premiums for health insurance budgeted citywide for FY 2024. Increases in operating expenditures of \$72,100, or 19.8%, are attributed primarily to additional costs for contracted professional services that include acturial and specialized executive recruitment services based on anticipated department needs in FY 2024. Internal services expenditures increased by \$39,000, or 10.6%, due to increases in Central Services, Property, Risk Management, and Information Technology services totaling \$39,000 combined.

BUDGET HIGHLIGHTS CONT'D

Medical & Dental

 The operating budget for Medical and Dental increased by \$3,683,000, or 8.0%. This is primarily due to a projected increase in self-funded medical and dental plan expenditures based on current year actuarial projections for FY 2024 and third party medical and dental expenditures, which include a projected increase in the City's premiums for FY 2024.

Risk Management

 The operating budget for Risk Management increased by \$2,894,000, or 12.1%. This is primarily due to an increase in premiums across all lines of insurance projected for FY 2024, as well as projected claims expenditures based on current year actuarial projections for FY 2024.

FY 2024 Enhancements

 The FY 2024 budget includes a \$1,000 recurring enhancement to increase the total minimum living wage rate for contractors from the current rate of \$15.61 per hour, including health benefits, to \$16.08 per hour, including health benefits, effective January 1, 2024.





DEPARTMENT MISSION STATEMENT

We protect all city departments from the ever-present threat of cyberattack and enhance employee productivity and efficiency through software and hardware solutions and online training as well as the development of public-facing interfaces that allow residents to perform a number of tasks remotely like applying for a building permit, submitting certain types of routine police reports from the comfort of their home or office, and navigating through the labyrinth of government services offered by the City of Miami Beach with a computer or smartphone. We work with each city department to protect sensitive data that is critical to the collective mission of delivering world-class service to residents and visitors.

DEPARTMENT DESCRIPTION

The Information Technology Department serves all functional areas of Miami Beach government. We purchase and maintain all of the laptops, desktop computers, printers, computer tablets, and cellphones used by the City's 2,200+ employees as well as the necessary software and apps to accomplish a wide variety of tasks needed to operate a modern city. The Information Technology Department has implemented a three-year technology refresh schedule to ensure City users have up-to-date technology to perform their jobs as efficiently as possible. The Information Technology Department supports all Miami Beach departments by creating and updating web-pages as well as assisting in the identification of technology to improve the efficiency and effectiveness of business processes in accordance with the city's strategic plan.

FUNCTIONAL AREAS

Our capabilities are spread among functional groups that stay abreast of the latest and best industry practices for incorporation into our services:

- Information Technology Operations The team provides enterprise-wide support for computers, tablets, smartphones and laptops that are connected to the City's network. It supports servers, network printers, network and wireless connectivity, wiring, the city's interactive voice response system, Automated Call Distribution, call accounting, telephone maintenance, Voice Over IP infrastructure, as well as wireless voice and data services. Our technicians strive to create an environment of trust and improved customer service with respect to any hardware and software issues that we are called upon to troubleshoot.
- Information Technology Software Engineering This
 group is responsible for the ongoing development and technical
 support of departmental and enterprise-wide application
 systems and databases.

FUNCTIONAL AREAS CONT'D

- Data & Analytics This group has provided residents
 with unprecedented transparency through customized systems
 like the G.O. Bond dashboard and the financial transparency
 portal. It has also empowered internal departments with new
 or enhanced technologies to support secure access to systems
 from anywhere, expanding the boundaries of City Hall for more
 direct interaction with residents.
- Information Security Office This group ensures that the City of Miami Beach remains secure from bad actors who want to interrupt City services or otherwise do harm to City systems by exploiting vulnerabilities.

Security

The security team employs multifaceted and layered intrusion detection systems as well as 24/7 monitoring to protect City data and resident services. It leverages emerging technologies and industry best practices to defend the City from cyberattacks and to help the City quickly recover from any potential breaches. The Information Technology Department manages a comprehensive information security training program for all city staff, which includes a recurring phishing campaign to test the vulnerability of users. It also chairs a citywide cybersecurity tabletop exercise initiative in coordination with the Division of Emergency Management. Information security remains a core component of the Information Technology Department and plays a critical role in all decision making and design initiatives.

Commercially Available Solutions

The Information Technology Department actively encourages partnerships with the private sector, as appropriate, and where it makes financial sense to do so. Commercially proven solutions are considered whenever equivalent services can be acquired more economically and still meet City requirements. The City must be willing to make changes in business procedures to better leverage the benefits of commercial solutions rather than relying on custom solutions.

FUNCTIONAL AREAS CONT'D

Accessibility of Government Services

The Information Technology Department continues to innovate and use digital services to reduce the time and cost required for members of the workforce and community to access information and services. In addition to internal services that enhance efficiency, such as automated workflows, business intelligence tools and digitization services, the Information Technology Department has worked extensively with the public, City departments, facilities, Customer Service, Code Compliance, neighborhood services and others to enhance technology with respect to resident engagement.

Systems Integration

The Information Technology Department examines possibilities for data integration whenever possible. As requirements for business information evolve beyond single-user department custodians, it is critical that applications support data integration. Values and definitions of data that span organizations or systems must be maintained consistently to ensure accuracy of reporting and decision making even though the data may not all be stored in a single location.

Governance

The Information Technology Department empowers each department by encouraging teams to take an active role in actively designing new technology. This governance is the process of securing user input on such issues as direction, priorities, the review of technology decisions and providing effective user communication in systems development and daily operations. Partnerships between each department and the Information Technology Department are necessary to ensure that results of successful explorations can be realized.

Business Continuity

The Information Technology Department focuses on a business continuity strategy to ensure technologies are streamlined without adversely affecting compliance, risk, or security.

Innovation

The Information Technology Department stays on the cutting edge of new technologies that can streamline operations and resident engagement. The department also provides other City departments with the tools and expertise needed to facilitate innovation, ideation, and process execution.

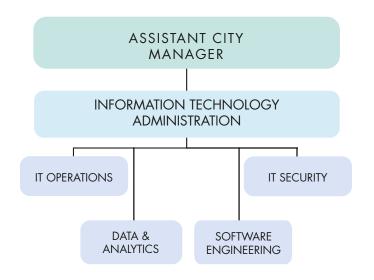
Maximize ROI

The Information Technology Department funds information technology projects with the highest return on investment (ROI).

FUNCTIONAL AREAS CONT'D

Resources

Information Technology Department staff members are responsible for the preservation of information technology standards and procedures. We support, maintain and service all City of Miami Beach departments. The City's strategic plan stresses the need to use technology that improves the efficiency and effectiveness of each departmental business process. Technology can transform the way we conduct business. Our staff is focused on delivering technology initiatives to enhance resident communication.



FISCAL ENVIRONMENT

The Information Technology Department is an Internal Service Department. The Information Technology Department currently uses a charge-back process to reconcile the cost of services by recovering its costs from user departments. Chargebacks provide a level of financial resources to support the effective and efficient use of Information Technology Department resources. The department has instituted a three-year technology refresh schedule to ensure City users have up-to-date technology to perform their job functions.

STRATEGIC ALIGNMENT

Main Vision Area:

Organizational Innovation

Management Objectives:

Organizational Innovation

- Maximize the use of innovative technology to help us be a Smart City, including open data, online transactions for customers, and threats like cyber-security
- Support all objectives to improve decision making and financial stewardship, making the city more business friendly, with an employee culture of problem solving and engagement

Neighborhoods

 Prevent and solve crime for residents and visitors through the use of (but not limited to) communications, community policing, technology, cameras, park rangers, professional and ethical policing and code enforcement

Strategic Plan Actions

- MAKE 50% of all customer (and financial) transactions with the City available online within two years
- **CONTINUE** the implementation of an open data program
- EXPAND digitization and access to government services by utilizing innovative technology and modernized applications to increase customer service
- EXPAND analytics and automation services for transparency and operational decision-making
- PROTECT City digital assets and systems and ensure business continuity through IT security programs
- CONTINUE to improve the enhanced use of technology and crime data by the Police Department
- COMPLETE construction of the Real Time Crime Center as soon as feasible
- COMPLETE analysis by Computer-aided dispatch (CAD)/ Records Management system (RMS) consultant with a final recommendation of an upgrade or new system. This will improve crime data for analysis
- INCREASE compliance with the Building Code by streamlining the process and providing continued training to the public and applicants on the process

Budget Enhancement Actions:

Customer Relationship Management (CRM) Application System

BUSINESS ENVIRONMENT

The department is located in the multi-purpose garage facility on the 4th & 5th floors. In addition to in-house staff, the City uses Information Technology Department contractors where appropriate. The City periodically uses interns and contractors to handle temporary peaks in workload and to perform work in which outside expertise or objectivity is required.

The Information Technology Operations team supports more than 30 million lines of in-house developed code and more than 40 off-the-shelf applications. In addition, Information Technology Operations has developed more than 100 online services and several smartphone applications. The City's official website receives 5.1 million views per year and now hosts over 9,000 web-pages for visitors, residents, businesses, and employees.

Information Technology Operations also provides service to thousands of desktops, laptops and mobile devices on the City's network and supports hundreds of servers, Storage Area Network architecture, archival services as well as backup and recovery strategies. IT Operations provides support for network connectivity to at least 41 remote locations, including the City's Emergency Operations Center and business continuity sites. We provide secure, reliable infrastructure in Category 5 hurricane-rated buildings. Additionally, the team provides support to wireless devices and Voice Over IP (VOIP) locations.

SIGNIFICANT ACCOMPLISHMENTS

- Police Department The Information Technology
 Department worked with the Miami Beach Police Department
 to expand surveillance technology through City facilities and
 public areas. These new installations and expansions will
 improve public safety. The department has also significantly
 expanded analytics capabilities to improve public safety.
- Building Department We worked with the Building
 Department to improve customer service offerings by providing
 more stable digital permitting services, expanding technology
 tools that aide in call center operations, and enabling more
 effective analytics to streamline services
- Digitization We have improved website search capabilities, revamped the City's website and numerous portals, implemented expanded digitized services, and automated internal systems for efficiencies. We developed a digital review and routing system for legal documents citywide and enhanced the continued development of analytics with more than 35 dashboards for decision making and smart city initiatives.

SIGNIFICANT ACCOMPLISHMENTS CONT'D

The Information Technology Department continues to implement and expand secure, citywide digital systems and automated workflows. These new systems and the yearly increase in digital signatures enabled the City to execute decisions while working remotely. Additionally, several digital workflows using electronic signatures were developed and implemented to streamline internal processes. IT also continues to modernize the Share Point platform. Upgrades included better integration with City services more efficient communication, easier access to resources, training materials and digital solutions.

- Customer Service Center The Information Technology
 Department continued to make improvements to the Customer
 Service Center as the City strives to improve customer service
 and streamline services using innovative technology. Staff was
 able to improve communication and services with citizens,
 including telephony services and mobile solutions.
- Business Intelligence The department built upon the success of its G.O. Bond Executive Dashboard and departmental dashboards to grow data-driven service offerings. Financial, public safety and building tools were developed to enhance decision making and resident experiences. These tools have empowered the agency to create better data analytics by transforming complex government data sets to deliver the transparency that is demanded by residents and business owners.
- Information Technology Security The Information Technology Security Division continues to develop and enhance policy and compliance measures, as well as to ensure adherence to technology audits, PCI compliance, information security, governance and enhance existing proactive security measures. The Information Technology Department strives to improve the tools and methods to keep our data and systems resilient and safe from those with malicious intent.
- Application Modernization The department maintains over 400 custom systems, including more than 100 custom applications. As part of its modernization and mobility strategy, the Application Engineering team continues to develop and expand upon its digital services to meet staff and resident needs. These systems include the Resort Tax, lien recording, parking revenue systems as well as operational solutions.
- Automation of Transactions The Information Technology
 Department has continued to automate the number of financial
 transactions that can be accomplished virtually to reduce the
 need to visit City Hall to transact business.



MAJOR INITIATIVES:

The following is a list of major technology initiatives being undertaken by the department:

- Enterprise Resource Planning The Information
 Technology Department is working with an intradepartmental
 task force in conjunction with Tyler Technologies to implement
 modern financial and permitting systems. This will assist
 the City administration in maximizing value, improve the
 performance services, and establishing enterprise system
 strategic planning and upgrades.
- Digital Services Department continues to enhance current citizen engagement digital services and will continue to implement new features as the City transitions to more digital and mobile-friendly solutions
- Data & Analytics The Information Technology Department will continue to establish data management best practices and develop analytic and business intelligence systems for citywide operational needs and decision-making purposes. We will continue to incorporate new public service offerings to further enhance government transparency.
- Timekeeping Information Technology is working to implement new time-keeping solutions for public safety. These will improve staff efficiencies, enhance accountability and provide modern technology to fit City needs.

CRITICAL SUCCESS FACTORS

The following factors have been identified as critical to the successful implementation of the FY 2024 Work plan. Each of the factors must be achieved in order to maximize the potential benefit of the plan.

CRITICAL SUCCESS FACTORS CONT'D

Disaster Recovery:

 Continue to support disaster recovery and business continuity strategies, while managing collocation and cloud presence

Cyber Security:

 Continue to promote citywide cyber security awareness. As government employees, we need to be aware of possible threats and what we can do to protect our information and systems since we all share the responsibility of promoting a safer cyberspace

Network Security strategy and standards:

 Continue to follow industry best practices and security standards for PCI compliance, Criminal Justice Information Systems, Identity Theft Red Flag Compliance and Presidential Decision Directive 63 (specifies City responsibilities for protecting the nation's infrastructure)

CRITICAL SUCCESS FACTORS CONT'D

IT Governance:

 Revamp the Information Technology Steering Committee process for the planning, prioritizing and funding approval of enterprise information technology-related projects

FUTURE OUTLOOK

The City must continue to leverage the use of current technology to optimize and streamline business processes, thus instituting efficiencies within the organization. The Information Technology Department will continue to explore new and innovative use of technology to accomplish this goal. Future projects to be considered include:

- Expansion of secure citywide digital services
- Expansion of citywide enterprise infrastructure
- Expansion of citywide mobility services
- Optimization of e-government services
- Unified communication and messaging
- Reduction of reliance on a paper environment
- Enhancing disaster recovery and business continuity strategy

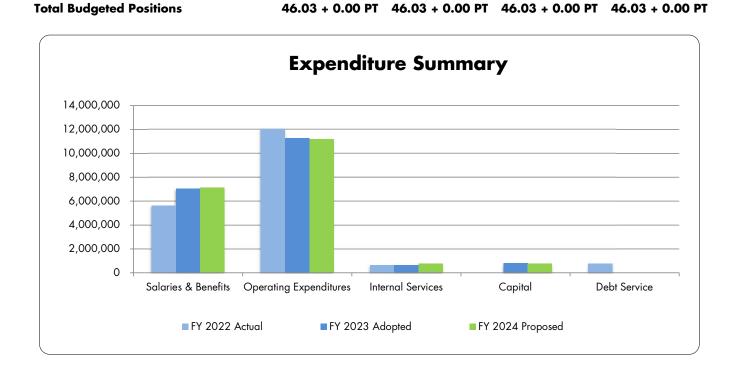
PERFORMANCE PLAN HIGHLIGHTS

PERFORMANCE MEASURES	2020 Actuals	2021 Actuals	2022 Actuals	2023 Target	2024 Target
Main Vision Area: Organizational Innovation					
% of Trouble Tickets Resolved within Service Level Agreement (SLA)	95%	95%	95%	95%	95%
% of Local Area Network (LAN) Availability	99%	99%	99%	99%	99%
% of Wide Area Network (WAN) Availability	99%	99%	99%	99%	99%
% of Website Availability	99%	99%	99%	99%	99%
% of Exchange Availability	99%	99%	99%	99%	99%
% of Munis Availability	99%	99%	99%	99%	99%
% of EnerGov Availability	99%	99%	99%	99%	99%
% of Telephony Availability	99%	99%	99%	99%	99%
% of Computer Aided Dispatch (CAD) Availability	99%	99%	99%	99%	99%
% of Quarterly Compliance with Payment Card Industry (PCI)	100%	100%	100%	100%	100%
% of Information Security Phish Prone Tendency	2%	2%	1%	6%	1%
% of Window Patching	80%	80%	80%	80%	80%

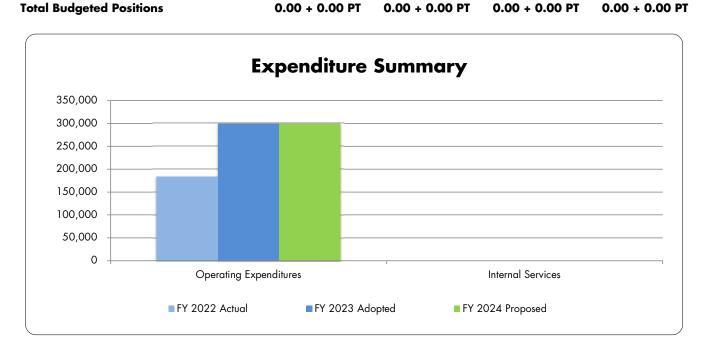
		FY 2021	FY 2022	FY 2023	F
					_

DEPARTMENT FINANCIAL SUMMARY - INTERNAL SERVICE FUND

Revenue Area	FY 2021 Actual	FY 2022 Actual	FY 2023 Adopted	FY 2024 Proposed
Interdepartmental Charges	15,510,000	16,128,000	18,522,000	18,467,000
Interest Allocated - Pooled Cash	104,120	106,772	71,000	332,000
City Bill Revenue - Outside Users	41,754	40,560	45,000	41,000
Permits, Training and Technology Funds	211,358	231,057	245,000	271,000
Miscellaneous/Other	167,333	0	0	0
Fund Balance/Retained Earnings	0	0	938,000	784,000
Total	\$ 16,034,565	\$ 16,506,390	\$ 19,821,000	\$ 19,895,000
Expenditure Area	7 404 500	F /2/ 002	7.040.000	7 150 000
Salaries & Benefits	7,404,580	5,634,983	7,049,000	7,158,000
Operating Expenditures	9,502,718	12,069,615	11,291,000	11,184,000
Internal Services	587,423	642,319	656,000	769,000
Capital	639,779	0	825,000	784,000
Debt Service	219,400	786,203	0	0
Total	\$ 18,353,901	\$ 19,133,120	\$ 19,821,000	\$ 19,895,000
Revenues Less Expenditures	\$ (2,319,336)	\$ (2,626,730)	\$ 0	\$ 0
Internal Service Fund Other Funds - Building	44.03 + 0.00 PT 2.00 + 0.00 PT	44.03 + 0.00 PT 2.00 + 0.00 PT	44.03 + 0.00 PT 2.00 + 0.00 PT	4.03 + 0.00 PT 2.00 + 0.00 PT



DEPARTMENT FINANCIAL SUMMARY - IT TECH FUND									
Revenue Area		FY 2021 Actual		FY 2022 Actual		FY 2023 Adopted		FY 2024 Proposed	
General Fund Contribution		300,000		300,000		300,000		300,000	
Total	\$	300,000	\$	300,000	\$	300,000	\$	300,000	
Expenditure Area									
Operating Expenditures		488,996		184,434		300,000		300,000	
Internal Services		1,345		0		0		0	
Total	\$	490,341	\$	184,434	\$	300,000	\$	300,000	
Revenues Less Expenditures	\$	(190,341)	\$	115,566	\$	0	\$	0	



BUDGET HIGHLIGHTS

• A significant component of the increase in personnel expenditures for all departments is attributed to increases in employee-related costs that include a three percent cost of living adjustment effective April 2024, excluding the American Federation of State, County, and Municipal Employees (AFSCME) which is effective May 2024, as well as a maximum of three percent merit increase for all employees, except members of the Fraternal Order of Police (FOP) and International Association of Fire Fighters (IAFF) which include a five percent step increase. Merit and step increases apply within existing pay ranges. A ten percent increase in the City's premiums for health insurance for all employees is also included.

Information Technology

- Personnel services expenditures increased by \$109,000, or 1.5%. This is primarily due to increases in salaries and wages resulting from applicable merit and cost of living adjustment increases budgeted citywide for FY 2024, as well as increases in the City's premiums for health insurance for all employees budgeted in FY 2024.
- Operating expenditures decreased by \$107,000, or 0.9%. This is primarily due to projected savings in wireless services expenditures identified by the Information Technology Department for FY 2024 of \$308,000, which is partially offset by increases in contracted professional services for specialized services, as well as increases in other miscellaneous operating expenditures based on anticipated department needs in FY 2024.
- Internal services expenditures increased by \$113,000, or 17.2%. This is due to increases in Property Management, Central Services, Risk, and Fleet Management services totaling \$115,000 combined, which were slightly offset by a decrease in OIG services of \$2,000.
- Capital expenditures decreased by \$41,000, or 5.0%, based on servers, security appliances, and data backup infrastructure scheduled to be upgraded and/or replaced in FY 2024.

BUDGET HIGHLIGHTS CONT'D

Information Technology (IT) Tech Fund

 The FY 2024 budget remains unchanged at \$300,000 and is to be allocated for IT Tech related projects considered and approved by the IT Steering Committee.

FY 2024 Enhancements

Information Technology

 The FY 2024 budget includes a \$500,000 recurring enhancement for the addition of a Customer Relationship Management (CRM) application system to improve call center operations and consolidate contacts across technologies.



DEPARTMENT MISSION STATEMENT

The Office of Marketing & Communications advances the City's mission through creative marketing campaigns and strategic content initiatives aimed at meeting the needs of a diverse group of internal and external customers.

DEPARTMENT DESCRIPTION

The office connects the City of Miami Beach with residents, community groups, visitors, and the media. We create and implement communications and marketing initiatives for all City departments.

Our toolkit includes press releases, social media posts across multiple platforms, email newsletters tailored to curated audiences, print publications, audio, video and broadcasting as well as photography, direct mail, text alerts, personal interactions with community groups, crisis communications and out-of-home advertising to include billboards, pole banners, bus shelters and trolley wraps. The office does not promote Miami Beach to tourists and conference organizers since these services are contracted to the Greater Miami Convention & Visitors Bureau (GMCVB) as well as the Visitors and Convention Authority (VCA). Notwithstanding, the office plays an important role in disseminating information regarding conferences and events that have a strong tourism and hospitality component.

The team promotes services and programs in creative ways to meet City goals, as well as the needs of stakeholders through public relations, homeowners organizations, video, digital media, marketing, web design, photography, copywriting, editing, social media, advertising, publications, events, neighborhood relations (town hall-style meetings, ribbon cuttings etc.), graphic design, digital media, branding, and sponsorships. We produce thousands of pieces each year for branding, web design, photography, and sponsorships.

The office uses various communication methods to achieve its goals — strategically placed marketing advertisements, geofencing, geotargeting, and behavioral marketing strategies, as well as a wide-ranging mix of print, outdoor digital, and social advertisements based on campaign budgets and objectives.

In addition, media relationships are fostered locally and nationally through strategic pitching and we work with press outlets to help ensure accurate reporting. Staff has a policy of responding to press inquiries 24/7. We manage all interview requests for City departments and issue public statements as appropriate.

As video content becomes increasingly important to convey messages and gain impressions, each campaign produced in the office also has a custom video component to generate maximum exposure. The video team also televises many public meetings live and ensures quality broadcasts for the public's benefit.



FISCAL ENVIRONMENT

The office is supported by the City's General Fund. The General Fund charges an administrative fee to Enterprise Fund departments, the Redevelopment Agency (RDA), the North Beach Community Redevelopment Agency (CRA), and the Resort Tax Fund to cover the cost of various administrative support functions provided by the General Fund.

General Fund revenues directly generated by the Office of Marketing & Communications through advertising and sponsorships are also used to offset expenditures.



BUSINESS ENVIRONMENT

The Office of Marketing & Communications works to ensure that internal and external messages are successfully delivered to effectively convey the priorities and messages of the City.

The team collaborates with every City department to identify significant municipal matters and communicate them to the public as appropriate. While we rely heavily on interdepartmental communications, we also make every effort to monitor committee meetings and anticipate the needs of departments. City messaging is conveyed through multi-tiered campaigns with custom graphics and text that are strategically placed to target the most appropriate audience for each campaign.

MBTV, the City of Miami Beach government access channel, also broadcasts and livestreams internally produced original programming to support various initiatives and programs.

MB magazine is published quarterly and mailed to 62,247 Miami Beach households as the City's official magazine. The publication plays a critical role in the integrated marketing and communications strategy intended to help residents understand and appreciate the breadth of programs and services available in the community. The magazine consistently ranks on resident surveys as the #1 source for how residents receive their municipal information. To ensure maximum distribution of MB magazine, the City positions additional copies at various City-owned facilities throughout Miami Beach.

The use of social media continues to grow as a cost-effective tool to build audience and brand awareness while stimulating engagement with residents. Engagement is contingent on appropriate content that is relevant, transparent, and responsive while the department continually monitors impression and metric reports to fine-tune future strategies.

Feedback from residents and City staff, as well as the Office of the Mayor and City Commission heavily determine how the team changes and adapts content.



STRATEGIC ALIGNMENT

Main Vision Area:

Organizational Innovation

Management Objectives:

Prosperity

Market, promote, and strengthen Miami Beach as a world class arts, culture, and quality entertainment destination

Neighborhoods

- Work cooperatively with Miami-Dade County to reduce the possibility of disease outbreaks
- Prevent and solve crime for residents and visitors through the use of (but not limited to) communications, community policing, technology, cameras, park rangers, professional and ethical policing, and code enforcement

Environment & Infrastructure

Reduce risk from storms, high tides, groundwater, and sea level rise with community engagement by continuously improving our sea level rise adaptation and integrated stormwater program through the best science and technology, including green and blue infrastructure and mobility priorities while minimizing construction disruption, optimizing design aesthetics, and community engagement. Keep the entire program on-time, on-budget, and moving forward with adequate financing.

Organizational Innovation

- Improve two-way communications and engagement for construction projects and emergencies within neighborhoods, using creative tools such as an engagement toolbox
- Support all objectives to improve decision making and financial stewardship, making the City more business friendly, with an employee culture of problem solving and engagement

Strategic Plan Actions:

- IMPLEMENT robust marketing campaign to promote city programs and cultural assets
- **OVERSEE** sales activities/marketing for the Convention Center for optimal use
- MANAGE the communications and marketing component of the GMCVB contract
- INCREASE community outreach by the Police Department, including collaboration with neighborhood watch programs, private security and community groups

STRATEGIC ALIGNMENT CONT'D

- PROVIDE clear and engaging messaging related to natural disasters and environmental emergencies to protect residents and visitors as well as to help lower citywide flood insurance rates
- CONTINUE to promote all the various ways to stay connected with the city
- INCREASE community outreach and engagement through multiple channels of communication, including MB magazine, social media, e-newsletters, MBTV and the website.
- PARTICIPATE in meetings with homeowner association representatives and senior staff

Budget Enhancement Actions:

- Arts and Culture General Obligation (G.O.) Bond Documentary Production
- Full-Time Permit Ombudsman Position for Neighborhood Affairs Division (split-funded)

SIGNIFICANT ACCOMPLISHMENTS

- Executed a national campaign for Miami Beach called "Find Your Wave" in partnership with the GMCVB and their agency of record VMLY&R, with the intent to bring awareness to the plethora of offerings Miami Beach has to offer as a place to live, work, and play. The campaign consisted of collateral, including but not limited to social media, digital ads, pole banners, bus shelters, print, and out of home. The campaign also included a video that was produced and directed by an internationally recognized director and production team.
- Developed the Make a Bold Move business attraction campaign and won the 2022 South Florida American Marketing Association (AMA) Digital Marketing Campaign of the Year. The campaign geo-targeted Silicon Valley, Los Angeles, San Francisco, New York City, and Connecticut to entice business leaders and entrepreneurs to relocate to Miami Beach. The campaign delivered over 5.8 million ad impressions.
- The Neighborhood Affairs Division continues to establish concrete relationships with residents and stakeholders throughout the City. These relationships throughout the community have helped instill trust with City employees while providing feedback to the Marketing & Communications team as well as various City departments on how best to improve our channels of communication and services. The team also heavily supports the Office of the City Manager and ensures there is an open dialogue with residents and the administration.

SIGNIFICANT ACCOMPLISHMENTS CONT'D

- MBTV provided enhanced accessibility options for Miami Beach residents who are deaf or hearing impaired. Through contracting with the VITAC organization to provide closed captioning for all Miami Beach City Commission and committee meetings.
- Launched the return of our Fire on the Fourth and Veterans
 Day events assisting with public relations, marketing, graphics,
 sponsorships, and livestream broadcasts. Our promotional
 multi-tiered campaigns for these two events delivered over 13
 million media impressions that drove 26,330 web visits.
- Successfully coordinated with Information Technology to implement updates across miamibeachfl.gov and other CMB sites to improve SEO rankings, align to accessibility / ADA regulations, and enhance the overall web experience. Additionally, new features leverage the latest tools to help streamline/automate page updates that were previously done manually. These improvements will help us continue to grow our web traffic and successfully relay key information to all stakeholders in real-time.
- Executed a 10-year pouring rights agreement with PepsiCo and a five-year pouring rights agreement with Red Bull North America. Both agreements are completely plastic free for the water, soda, and energy drink categories and were the first of their kind. The deal also included vending rights, where both entities are given permission to sell products on City property and within City venues, with a commission being paid back to the City of Miami Beach.
- Unveiled a temporary, mini lifeguard stand photo op at South Pointe Bark Park, where people can snap a photo of their furry friends with an important message. This installation is part of the City's "We Heart Biscayne Bay" campaign, which aims to bring awareness on the various ways residents and visitors can help keep Biscayne Bay clean. Improper disposal of pet waste ends up in our water systems and the "Don't be Ruff on the Bay" sub campaign is intended to highlight this issue. The City also wrapped over 75 individual pet waste bag dispensers to ensure that all pet owners are educated on the importance of responsible pet ownership and waste disposal to help keep out water systems clean.
- While continuing to expand the City's social presence, the Office of Marketing & Communications continues to successfully utilize software to track and monitor growth, reach, and engagement. City social media accounts gained more than 30,000 followers, a 271% increase, from the previous year, and garnered more than 30 million social media impressions.

SIGNIFICANT ACCOMPLISHMENTS CONT'D

- Produced the new MB Current series, which is a short video for MBTV and social media to help keep residents informed and up to date regarding City initiatives and happenings
- Rebranded the We Heart Biscayne Bay campaign into three mini campaigns to bring awareness to the fertilizer ban (Don't Fertilize the Bay), proper pet waste disposal (Don't Be Rough on the Bay), and negative effects of improper recycling (Don't Be Trashy). The campaign included paid advertising, media outreach, messaging on owned channels and non-traditional channels like BTR inserts, parking garage elevator door wraps, pet waste station wraps, and a pet inspired mini lifeguard stand in the South Pointe Bark Park to create an educational photo opportunity for pet owners.
- Assisted in multiple City special events by providing photography, audio, and video services. Worked closely with other City departments and external agencies to ensure all needs were met regarding streaming live content, capturing archival footage in photography and video, editing recap videos, and managing live video / audio on site. Events included Aspen Ideas: Climate, Juneteenth, Formula 1, Bitcoin, and Miami Beach Art Week.
- Installed a Miami Beach sign to act as a temporary photo installation in Lummus Park between 5th and 6th Street with the intent of encouraging residents and visitors to snap a photo and share across their social channels. Since the sign's installation, we have seen a steady stream of people posing with the structure and helping to amplify the Miami Beach brand as one of the best places to live, work, and play.



SIGNIFICANT ACCOMPLISHMENTS CONT'D

• Launched Don't Monkey Around, which is a public health campaign to curb the spread of Moneypox by educating residents and visitors with information about prevention and available vaccinations. Paid ads were delivered across the top five dating sites locally- targeting those with a high risk of infection and members of the LGBTQ+ community who participate in non-monogamous sexual intercourse. These ads coupled with promotion on owned channels drove over 1.6 million impressions and 17,450 site visits.

CRITICAL SUCCESS FACTORS

- Continue to develop and improve digital marketing and messaging based on data and user engagement by building a budget that promotes social media posts and campaigns. Investing in software for this data can help keep the City at the forefront of digital outreach and strengthen all channels of communication.
- Continuing to build and maintain relationships with local and national media outlets to assist in ensuring accurate reporting and fair news coverage
- Use media buys as an opportunity to expand audience reach to increase overall impressions
- Continue to grow our resident and stakeholder contact lists
- Focus on highlighting arts, culture, health, and wellness as well as parks and recreation opportunities in Miami Beach

FUTURE OUTLOOK

MB Magazine continues to be the number one information source for Miami Beach residents. Continuing to invest in this beautiful, bilingual, publication will ensure that our residents develop a deeper understanding of the issues facing the City while showcasing innovative solutions, programs, and services that are being employed to improve the quality of life for residents and attract new, high-paying businesses to the City.

There is an increased dependence on social media within the community, not only as a source of information for news and events, but also as a mechanism for communicating with residents and visitors. Our consistent growth in engagement creates more work on a daily basis. Investing in the expansion of our digital team will help the City maintain diverse channels of communication to reach all demographics. It will also provide a greater opportunity to strategically plan digital campaigns that maximize engagement and improve response time for followers.

An increase in the number of public meetings and a desire to keep our residents and community fully informed has led to the need to increase our capability to broadcast live events on MBTV and on our social media platforms. Developing a budget to absorb these costs will improve production value, production time and community outreach.

PERFORMANCE PLAN HIGHLIGHTS

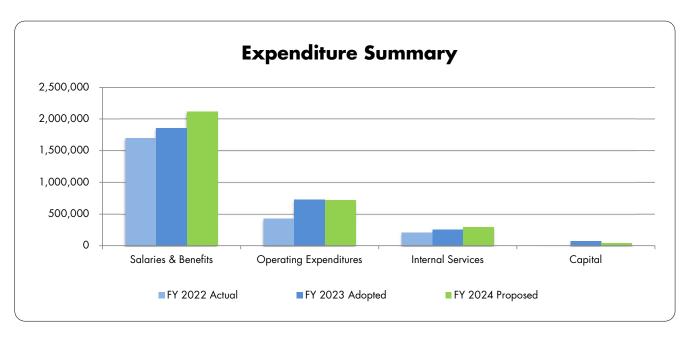
PERFORMANCE MEASURES	2020 Actuals	2021 Actuals	2022 Actuals	2023 Target	2024 Target
Main Vision Area: Organizational Innovation					
# of press releases	122	1 <i>77</i>	100	135	135
# of e-blasts	307	424	387	275	285
# of homes reached via MB Magazine	N/A	62,257	62,257	62,257	58,787
# of social media followers (Facebook, Twitter, Instagram)	226,849	238, 236	306,631	242,000	315,000
# of social media impressions per month	1,500,000	1,500,000	2,500,000	1,500,000	1,750,000
# of text alerts	1,826	1,689	1,515	500	500
# of videos produced	151	86	150	75	175
# of public meetings broadcasted	N/A	122	125	100	130
# of graphics produced	N/A	1,400	1,300	1,300	1,300
Website page views per month	387,000	300,000	572,161	375,000	500,000
# of marketing campaigns	14	21	16	20	20
Special Events and Sponsorship revenue	456,995	\$226,503	\$104,519	\$327,000	\$225,000
Advertising revenue	26,400	\$25,275	\$37,525	\$33,000	\$51,000
NEW - # of photo shoots	N/A	N/A	120	100	100
# of Nextdoor residents	12,849	15,805	19,018	16,000	20,000
# of neighborhood events/meetings	150	120	110	100	100
NEW - # of constituent correspondence	N/A	N/A	N/A	N/A	200

	Y 2021	FY 2022	FY 2023	FY 2024
Revenue Area	Actual	Actual	Adopted	Proposed
Contribution for Special Events	7,402	60,563	62,000	30,000
Sponsorship (Pouring Rights)	195,433	0	244,000	174,000
Pouring Rights Contractual Revenue	23,668	43,955	21,000	21,000
Advertising- Magazine	22,150	25,150	28,000	45,000
Other Advertising	3,125	12,375	5,000	6,000
Total	\$ 251,778	\$ 142,044	\$ 360,000	\$ 276,000

Expenditure Area

Total	Ś	2.089.239	Ś	2.340.232	Ś	2.913.000	Ś	3,179,000
Capital		0		5,999		73,000		40,000
Internal Services		172,065		211,000		254,000		296,000
Operating Expenditures		337,463		424,567		728,000		722,000
Salaries & Benefits		1,579,711		1,698,666		1,858,000		2,121,000

Total Budgeted Positions



BUDGET HIGHLIGHTS

- A significant component of the increase in personnel expenditures for all departments is attributed to increases in employee-related costs that include a three percent cost of living adjustment effective April 2024, excluding the American Federation of State, County, and Municipal Employees (AFSCME) which is effective May 2024, as well as a maximum of three percent merit increase for all employees, except members of the Fraternal Order of Police (FOP) and International Association of Fire Fighters (IAFF) which include a five percent step increase. Merit and step increases apply within existing pay ranges. A ten percent increase in the City's premiums for health insurance for all employees is also included.
- Personnel services expenditures increased by \$263,000, or 14.2%, primarily due to the conversion of an existing part-time position to full-time approved mid-year of FY 2023, the reallocation of salaries and benefits between departments for the Neighborhood Affairs Division based on anticipated projects that will be worked on in the upcoming fiscal year, and the addition of the full-time Permit Ombudsman position that is split-funded and further detailed below, as well as applicable merit and cost of living adjustment increases budgeted in FY 2024 and increases in the City's premiums for health insurance for all employees budgeted in FY 2024.
- Operating expenditures decreased by \$6,000, or 0.8%, based on the elimination of a one-time expenditure enhancement of \$25,000 budgeted in FY 2023 and decreases in other miscellaneous operating expenditures totaling \$6,000 based on anticipated department needs in FY 2024. These decreases were, however, partially offset by an increase of \$25,000 for the production of a General Obligation (G.O.) Bond documentary further detailed below.

BUDGET HIGHLIGHTS CONT'D

- Internal services expenditures increased by \$42,000, or 16.5%, due to increases in Property Management, Fleet Management, Risk Management, and OIG services totaling \$64,000 combined, which were partially offset by a decrease of \$22,000 in Information Technology services.
- Capital expenditures decreased by \$33,000 based on a onetime expenditure budgeted in FY 2023 for the purchase of a vehicle.

FY 2024 Enhancements

- The FY 2024 budget includes a \$25,000 recurring enhancement for the addition of full-time Permit Ombudsman position (splitfunded) to assist residents as they navigate the City's permitting process across several departments. This position will also assist residents with questions they have regarding the process, assist with public outreach, and provide awareness and suggestions to resolve process issued identified.
- The FY 2024 budget includes a \$25,000 one-time enhancement to be funded up to 3 years for the Office of Marketing and Communications to facilitate the production of a documentary to highlight the Arts and Culture G.O. Bond approved by the voters of the City of Miami Beach on November 8, 2022.





DEPARTMENT MISSION STATEMENT

We are dedicated to providing maximization and allocation of resources to achieve measurable results that are responsive to community needs.

CHIEF FINANCIAL OFFICER

OFFICE OF MANAGEMENT AND BUDGET

DEPARTMENT DESCRIPTION

The Office of Management and Budget (OMB) is responsible for overseeing the implementation of the City's vision across the organization by ensuring that the City's financial resources are budgeted and managed in a way that produces results that advance the City's priorities.

A vital effort of the office is to effectuate the implementation of a results-oriented budget, focused on efficiency and service orientation, through the following initiatives:

- Focus the City's annual budget process on being results oriented
- Focus the proposed and adopted budget documents to emphasize programs, strategic intended outcomes and their related performance measures and targets
- Ensure that expenditure trends are sustainable over the long term by improving the City's overall financial health
- Increase and maintain the dollars received by the City as part of revenue maximization activities
- Monitor revenues and expenditures throughout the year and report to the City Commission quarterly

FISCAL ENVIRONMENT

The OMB is supported by the General Fund. The General Fund charges an administrative fee to Enterprise Fund departments, the City Center Redevelopment Agency (RDA), the North Beach Community Redevelopment Agency (CRA), and the Resort Tax Fund to cover the cost of various administrative support functions provided by the General Fund.

STRATEGIC ALIGNMENT

Main Vision Area:

Organizational Innovation

Management Objectives:

Organizational Innovation



- Support all objectives to improve decision making and financial stewardship, making the city more business friendly, with an employee culture of problem solving and engagement
- Ensure strong fiscal stewardship by making sure expenditure trends are sustainable over the near and long-term, using pay-as-you-go, innovative funding (such as grants and financing), integrating resilience and sustainability (into the capital budget process), and innovative risk management.
 Focus on long-term viability of parking, sanitation, pensions and health plans

Strategic Plan Actions:

- LINK proposed budget enhancements to specific Featured Actions of the City's Strategic Plan during the annual budget process
- **IMPLEMENT** a more robust five-year Capital Improvement Plan
- MOVE toward compliance with the City's internal fiscal policies
 to improve the City's overall fiscal health, including the funding
 of capital up to 5% of the annual General Fund operating
 budget; prioritizing full funding of the City's reserves during the
 budget process instead of at year-end; and increasing funding
 for General Fund Other Post-Employment Benefits annual liability

Budget Enhancement Actions:

N/A

BUSINESS ENVIRONMENT

The OMB has numerous responsibilities within the City and works with all City departments to facilitate and provide consulting, advisory, organizational, and support services, as needed.

The Budget Director is the Liaison for the Budget Advisory Committee (BAC) and department staff provides support to the BAC, which is comprised of City residents.

SIGNIFICANT ACCOMPLISHMENTS

- Maintained Strong Fiscal Stewardship by balancing the FY 2024 budget while enhancing public facing services
- Continued to increase transparency of the City's financial data by enhancing the City's public transparency portal while simultaneously reducing expenditures associated with this portal. This was accomplished by converting the existing data source to the City's financial management system into an in-house portal developed in partnership with the City's Information Technology Department, which now allows for automated updates to the financial information presented on the City's website at no cost to the City.

Transparency Portal Link:

https://www.miamibeachfl.gov/data-transparency-dashboard/



Received the Distinguished Budget Presentation Award from the Government Finance Officers Association (GFOA) for the FY 2023 Adopted Budget document. This represents the 20th consecutive year that the City has received this prestigious award.

- Received the Distinguished Budget Presentation
 Award from the Government Finance Officers Association
 (GFOA) for the FY 2023 Adopted Budget document. This represents the 20th consecutive year that the City has received this prestigious award.
- Conducted the fourth annual OMB Year-in-Review survey inclusive of departments citywide regarding assistance provided by the OMB team. The results indicated that 98% of respondents were either satisfied or extremely satisfied with the customer service and technical assistance provided by OMB staff and 79% with the timeliness of responses provided by OMB staff.

SIGNIFICANT ACCOMPLISHMENTS CONT'D

- Continued to develop a more robust, balanced
 5-year capital plan during the FY 2024 budget process
- Continued to fully fund the City's General Fund and Resort Tax reserves of 3 months and 6 months, respectively

CRITICAL SUCCESS FACTORS

- Ensure the Office of Management and Budget continues to provide a high level of customer service and expertise to guide each department toward fiscal responsibility
- Maintain communication on all aspects of the budgeting process with City administration and the Mayor and Commission
- Coordinate with outside agencies and City departments to identify funding for City priorities and unfunded projects
- Ensures the City moves toward full compliance with all financial policies, including its pension policies

FUTURE OUTLOOK

- Continue to play a critical role in the implementation and coordination of financial aspects of the General Obligation (G.O.) Bond program approved by the voters on November 6, 2018
- Play an essential role in the implementation and coordination of the General Obligation Bond for Arts and Cultural Facilities program approved by the voters on November 8, 2022
- Continue to maintain fiscal responsibility to ensure that the City's revenue and expenditure trends are sustainable over the long term, including moving toward greater compliance with the City's internal policies, which will improve the City's overall fiscal health
- Create a comprehensive plan for the renewal and replacement of capital assets citywide



PERFORMANCE PLAN HIGHLIGHTS

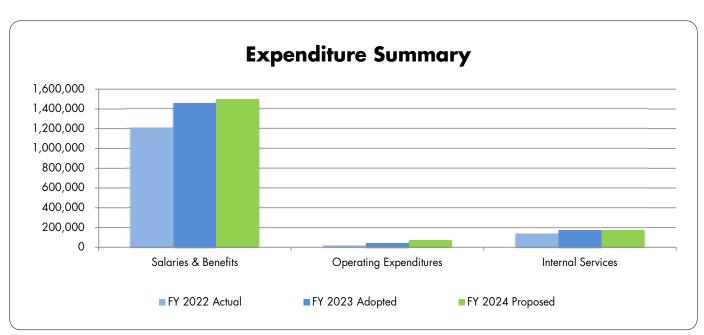
PERFORMANCE MEASURES	2020 Actuals	2021 Actuals	2022 Actuals	2023 Target	2024 Target
Main Vision Area: Organizational Innovation					
% of Operating Budget amendments processed within 10 business days of adoption	100%	100%	100%	100%	100%
% of internal customers satisfied with technical assistance received	88%	100%	98%	85%	85%
% of internal customers satisfied or very satisfied with the timeliness of responses provided by OMB	88%	100%	79%	85%	85%
Government Finance Officers Association (GFOA) scores for Adopted Budget document*	3.25	3.25	3.31	3.50	3.50

^{*}GFOA scores range from 1 to 4, with 4 being the highest. A score of 4 is indicative of an Outstanding budget book document

DEPARTMENT FINANCIAL SUMMARY - GENERAL FUND

	FY 2021	FY 2022	FY 2023	FY 2024
Expenditure Area	Actual	Actual	Adopted	Proposed
Salaries & Benefits	1,218,059	1,211,974	1,459,000	1,501,000
Operating Expenditures	12,857	18,190	45,000	72,000
Internal Services	127,000	139,000	174,000	174,000
Total	\$ 1,357,916	\$ 1,369,164	\$ 1,678,000	\$ 1,747,000

Total Budgeted Positions 8.00 + 0.00 PT 9.00 + 0.00 PT 9.00 + 0.00 PT 9.00 + 0.00 PT



BUDGET HIGHLIGHTS

- A significant component of the increase in personnel expenditures for all departments is attributed to increases in employee-related costs that include a three percent cost of living adjustment effective April 2024, excluding the American Federation of State, County, and Municipal Employees (AFSCME) which is effective May 2024, as well as a maximum of three percent merit increase for all employees, except members of the Fraternal Order of Police (FOP) and International Association of Fire Fighters (IAFF) which include a five percent step increase. Merit and step increases apply within existing pay ranges. A ten percent increase in the City's premiums for health insurance for all employees is also included.
- Personnel services expenditures increased by \$42,000, or 2.9%. This increase is attributed to applicable cost of living adjustments and merit increases budgeted citywide for FY 2024, as well as an increase in the City's premiums for health insurance budgeted citywide for FY 2024.

BUDGET HIGHLIGHTS CONT'D

- Operating expenditures increased by \$27,000 due to existing expenditures that were reallocated from the General Fund Citywide Accounts budget to the OMB's operating budget commencing FY 2024 in the amount of \$25,000 for the completion of an updated cost allocation study, as well as a \$2,000 increase in miscellaneous operating expenditures based on anticipated departments needs in FY 2024.
- Internal services expenditures remain unchanged overall from the Adopted FY 2023 budget of \$174,000.



DEPARTMENT MISSION STATEMENT

The mission of the Procurement Department is to maximize taxpayer resources and maintain the public trust in the acquisition of goods and services by the City. We accomplish our mission through a service-focused culture that emphasizes the highest ethical standards, transparency, and innovation.

DEPARTMENT DESCRIPTION

The Procurement Department is responsible for managing the acquisition of goods and services required by City departments to successfully carry out their missions and goals. The Procurement Department provides direct support and oversight for expenditures by City departments to ensure that expenditures comply with applicable regulations and that purchases maximize taxpayer resources.

The Procurement Department also manages a number of city-wide programs, including but not limited to: living wage on service contracts, the prevailing wages and local workforce programs for construction projects, and the compliance of contractors with insurance and bond requirements. While the Procurement Department understands the importance of holding contractors accountable for compliance with contractual requirements, it also understands that it is critical to promote a business-friendly environment that minimizes unnecessary impediments to performance and assures timely payment of contractor invoices. In this regard, the Department has a Vendor Advocate Help Desk to assist City vendors with any issues they may be having with any process or department.



FISCAL ENVIRONMENT

The Procurement Department is funded by the General Fund. The General Fund charges an administrative fee to Enterprise Fund Departments, the Redevelopment Agency (RDA), North Beach Community Redevelopment Agency (CRA), and the Resort Tax Fund to cover the cost of various administrative support functions provided by the General Fund, including Procurement functions. It is important to note that, although the department is funded from the General Fund, over the last four fiscal years, the Department has achieved, through competition and negotiations, savings significantly in excess of the department's annual operating costs.

STRATEGIC ALIGNMENT

Main Vision Area:

Organizational Innovation

Management Objectives:





Strategic Plan Actions:

N/A

Budget Enhancement Actions:

N/A

BUSINESS ENVIRONMENT

The Procurement Department continues to expand its services to City departments, from contract and risk management improvements to technology initiatives that expedite the acquisition of goods and services required to carry out the City's work, improving internal controls and minimizing risks.



SIGNIFICANT ACCOMPLISHMENTS

 Over the last five fiscal years, the Department has facilitated approximately \$25.9 million in savings to the City through competition and negotiations:

> FY 2018 \$ 4,453,493 FY 2019 \$13,233,159 FY 2020 \$ 3,425,200 FY 2021 \$ 2,433,063 FY 2022 \$ 2,414,540

- The Procurement Department continues to expand the availability of contracts available for purchase via the Miami Beach e-Marketplace to provide departments a streamlined option for acquiring a variety of maintenance, repair, or operational (MRO) items at discounted pricing established through competitively solicited contracts
- In an effort to increase the number and diversity of supplier options in the procurement of goods and services, the City has established, via Resolution 2020-31519 and 2020-31342, a registry of LGBT-owned businesses, as certified by the National Gay and Lesbian Chamber of Commerce, and small and disadvantaged businesses (SBE/DBE), as certified by Miami-Dade County. The City's spend with SBE/DBE and LGBT businesses over the last fiscal year was nearly \$12 million.
- The Procurement Department manages a database of over 900 contracts. For contracts resulting from competitive solicitations, the department also manages each contract's compliance with insurance and bonding requirements. The City Manager has also tasked the department with reviewing all contracts generated by departments for the acquisition of goods and services to ensure compliance with relevant policies.
- The Procurement Department is working with the Information Technology (IT) Department and the City Attorney's Office to create an electronic contract workflow to incorporate electronic signatures to streamline the development and contract approval process.
- To address vendor concerns and expedite the resolution of issues, the Procurement Department manages the Vendor Help Desk. During the last fiscal year, over 5,000 vendors reported incidents had been addressed through the Vendor Advocate Help Desk, including payment issues, contract concerns, questions on how to do business with the City, and managing vendor profiles.



SIGNIFICANT ACCOMPLISHMENTS CONT'D

- To expedite contract review and approvals, the Department gave up one Procurement Contracting Officer II position so that a contract attorney may be hired to be dedicated primarily to procurement and contract issues. These actions have resulted in a significant reduction in the time required to review items, as well as the number of items pending review.
- The Department continues to exceed a number of performance benchmarks, including the number of days for approval of requisitions/change orders and the number of days to award invitations to bid. However, a number of benchmarks are lower this year due to an increased volume of work and an inability to fill vacant positions due to labor market conditions.
- The Department spearheaded a process to prevent contracts from being executed before a full review by the applicable departments (procurement, budget, risk management, etc.).
 This has added significant volume to the department, which will need to be addressed.
- The Department continues to stress the importance of professional certification as a means for achieving the best possible standards in public procurement. Currently, 90 percent of certification-eligible staff are certified.

CRITICAL SUCCESS FACTORS

- Given the tight labor market and the shortage of available trained contracting professionals, the Department continues to seek ways of training and certifying staff to meet the needs of the City. Training resources continue to be of critical importance to developing existing staff.
- The Procurement Department, with the approval of the City Manager and City Commission, as applicable, has significantly improved procurement policies and procedures over the last three fiscal years. It is critical that the Department continues to update procedures to reflect recent City Code changes, streamline processes in all functional areas, and incorporate internal control best practices.
- Efficiently creating, negotiating, and managing contracts is essential for every organization. Manual contracting processes are time-consuming and prone to standard data entry errors. Electronic contract tools streamline the contracting process while decreasing financial and audit risks. The Procurement Department is working with the IT Department to evaluate options for continuing to streamline, through an electronic tool, the City's contracting process. It is necessary to address the staffing issues created by work added to the Department's purview.

FUTURE OUTLOOK

The Procurement Department continues to streamline and improve processes while maintaining internal controls, and the management of the acquisition of goods and services by City departments with the goal of maximizing taxpayer resources through strict adherence to governing law, the highest ethical standards, best practices, transparency, and customer focus. The Department places a high priority on achieving its goals to help raise the trust and credibility of the City among constituents and improve the efficiency of acquisition practices by City departments.

This upcoming year, the Procurement Department is striving for the prestigious Quality Public Procurement Departments (QPPD) accreditation by NIGP – The Public Procurement Institute. The QPPD Accreditation is a value-driven self-assessment for public procurement departments based on best practices. The critical success factors identified above are necessary to achieve the stated goal. Based on the accreditation process, the department is envisioning a reorganization to better align resources with priorities.



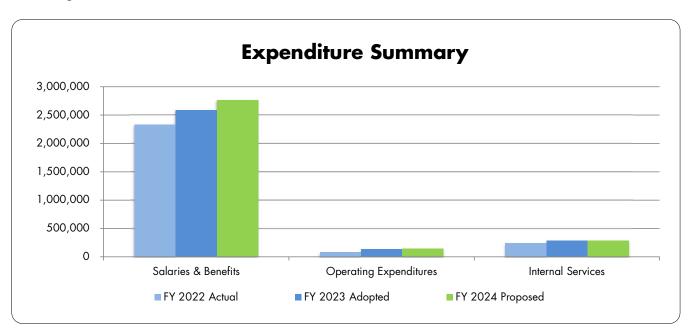
PERFORMANCE PLAN HIGHLIGHTS

PERFORMANCE MEASURES	2020 Actuals	2021 Actuals	2022 Actuals	2023 Target	2024 Target
Main Vision Area: Organizational Innovation	n				
Average # of calendar days to award bids	68.7	65.6	56.7	90.0	90.0
Average # of calendar days to award proposals	116.1	135.9	170.7	120.0	120.0
Average # of calendar days to approve requisitions and change orders in the Procurement Department	2.8	4.0	5.4	3.0	3.0
# of contract awards for competitive sealed bids and proposals (ITB/RFPs/RFQ/ITN)	52	62	57	48	48
Total Negotiated Savings	\$3,425,200	\$2,433,063	\$2,414,540	N/A	N/A
• Est. Total for Contract Negotiated Savings	\$3,250,759	\$1,233,083	\$1,344,026	N/A	N/A
• Est. Total for Requisition Savings	\$174,441	\$1,199,979	\$1,070,514	N/A	N/A
Total value of E-Marketplace orders placed	\$1,983,215	\$1,790,580	\$1,990,683	\$1,500,000	\$1,500,000

DEPARTMENT FINANCIAL SUMMARY - GENERAL FUND

Expenditure Area	FY 2021 Actual	FY 2022 Actual	FY 2023 Adopted	FY 2024 Proposed
Salaries & Benefits	2,181,650	2,337,721	2,589,000	2,771,000
Operating Expenditures	74,245	81,109	141,000	143,000
Internal Services	268,31 <i>7</i>	243,000	285,000	286,000
Total	\$ 2,524,212	\$ 2,667,057	\$ 3,015,000	\$ 3,200,000

Total Budgeted Positions



BUDGET HIGHLIGHTS

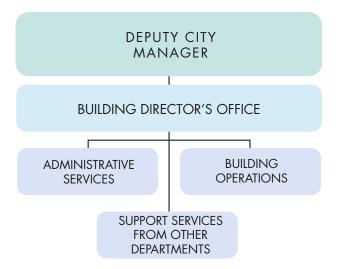
- A significant component of the increase in personnel expenditures for all departments is attributed to increases in employee-related costs that include a three percent cost of living adjustment effective April 2024, excluding the American Federation of State, County, and Municipal Employees (AFSCME) which is effective May 2024, as well as a maximum of three percent merit increase for all employees, except members of the Fraternal Order of Police (FOP) and International Association of Fire Fighters (IAFF) which include a five percent step increase. Merit and step increases apply within existing pay ranges. A ten percent increase in the City's premiums for health insurance for all employees is also included.
- Personnel services expenditures increased by \$182,000, or 7.0%. This is primarily due to personnel changes approved midyear of FY 2023 based on department operations and increases resulting from applicable merit and cost of living adjustment increases and increases in the City's premium for health and life cost for all employees budgeted in FY 2024.
- Operating expenditures decreased by \$2,000, or 1.4%, due to decreases in miscellaneous operating expenditures based on anticipated department needs for FY 2024.
- Internal services expenditures increased by \$1,000, or 0.4%, due to increases in Property and Risk Management services totaling \$14,000 combined, which are partially offset by decreases in Central Services usage and Information Technology services totaling \$13,000 combined.





DEPARTMENT MISSION STATEMENT

We are dedicated to serving the public by the efficient and effective supervision and regulation of construction activities in Miami Beach by enforcing the Florida Building Code and the City's Code of Ordinances in a fair and efficient manner. We encourage our team to use a customer friendly approach as we work with businesses and residents of Miami Beach to comply with the Florida Building Code, and in turn, safeguard the public health, safety and general welfare of the City's residents and visitors.





DEPARTMENT DESCRIPTION

The City of Miami Beach Building Department was established in 1925 and had its own Building Code until the 1950's when the City adopted the South Florida Building Code.

The State of Florida first mandated statewide building codes during the 1970s, at the beginning of the modern construction boom. The first law required all municipalities and counties to adopt and enforce one of four state-recognized model codes known as the "state minimum building codes." During the early 1990s, a series of natural disasters, together with the increasing complexity of building construction regulations in vastly changed markets, led to a comprehensive review of the state building code system. The study revealed that building code adoption and enforcement was inconsistent throughout the state and those local codes thought to be the strongest proved inadequate when tested by major hurricane events. Systemic failures of building codes brought financial and personal devastation as well as a statewide property insurance crisis. The response was a reform of the state building construction regulatory system that placed greater emphasis on uniformity and accountability.

The 1998 Florida Legislature amended Chapter 553, Florida Statutes, titled "Building Construction Standards" to create a single statewide building code that is enforced by all local governments. As of March 1, 2002, the Florida Building Code superseded all local building codes. It was developed and maintained by the Florida Building Commission. The Florida Building Code is updated every three years and may be amended annually to incorporate interpretations and clarifications.

The Building Department is made up of two functional areas: Administrative Services and Operations.

The Administrative Services section provides administrative support to the entire department, including requisitioning goods and services, processing invoices for payables, creating invoices for receivables, maintaining all personnel files, processing payroll, budgeting, providing IT assistance, and managing special projects.

Operations is responsible for administering the various provisions of the Florida Building Code, including accepting permit applications, reviewing and approving construction plans, inspecting construction work to ensure compliance with approved plans, and issuing violations for those projects where construction is not in compliance with approved permits.

FISCAL ENVIRONMENT

The department collects building permit fees pursuant to the City of Miami Beach Code of Ordinances, which includes the Building Department fee structure and the Florida Building Code. Fees provide for the direct expenditures of the Building Department, including internal service charges and indirect overhead expenditures attributed to departments that provide support to the Building Department. In an effort to improve fiscal transparency, the Building Fund transitioned out of the General Fund into a standalone Enterprise Fund which means that revenues into the fund must cover the cost of the expenditures and are held separately to avoid commingling of dollars.

Florida law via Florida Statutes 553.80 governs the use of the fees collected in the Building department and is restricted to only be used for carrying out the local government's responsibilities in enforcing the Florida Building Code.

FY 2022 provided the Building Fund with a recovery to the funding shortfalls in FY 2020 and FY 2021 with higher than expected revenues and lower than expected expenditures due to various position vacancies and department efficiences implemented.

The Building Department's expenditures are mainly personnel costs, which make up approximately 63% of the budget for FY 2024.

The revenues collected in the Building Department fluctuate with the market economy. Revenue projections for budgeting are based off prior year and quarterly trends.



STRATEGIC ALIGNMENT

Main Vision Area:

Neighborhoods

Management Objectives:

Neighborhoods

- Increase compliance with City Code by creating more incentives for compliance vs. penalties, especially North Beach. Implement controls to prevent issues of unpermitted work or work exceeding permits on City projects.
- Work cooperatively with Miami-Dade County to reduce the possibility of disease outbreaks

• Environment and Infrastructure

 Improve our aging drinking water and sewer infrastructure to protect drinking water quality, public health and fire protection

• Organizational Innovation

 Support all objectives to improve strategic decision making and financial stewardship, making the city more business friendly and user friendly, with an employee culture of problem solving and engagement

Strategic Plan Actions:

- INCREASE compliance with the Building Code by streamlining the process and providing continued training to the public and applicants on the process
- RECERTIFY City-owned buildings, through cooperative efforts of Building and Facilities and Fleet Management Departments
- CONTINUE to streamline the permitting process and help applicants understand the process to prevent issues of unpermitted work citywide
- PROACTIVELY monitor the City for mosquito breeding grounds and work cooperatively with Miami-Dade County to reduce the possibility of mosquito-transmitted disease
- REDUCE environmental impacts by working with DERM

 fats, oil and grease program and Class 1 and 2 permitting
- CONDUCT an independent consultant process improvement study for development processes
- CONTINUE the expedited plan review permitting program for technical and financial services

Budget Enhancement Actions:

 Full-Time Permit Ombudsman Position for Neighborhood Affairs Division (split-funded)

BUSINESS ENVIRONMENT

The Department is based on a philosophy of public sector transparency and an open-door policy. The Building Department consistently pursues innovative strategies and continues to re-engineer existing procedures and processes with the goal of providing efficient and professional customer service in a safe environment, while contributing to the overall economic well-being and development of the City.

The department is improving responsiveness to the needs of homeowners, business owners, developers, contractors, architects and engineers by increasing the lines of communications and various training opportunities.

The department operates in a hybrid fashion in which customers may communicate and submit construction documents either in-person or online or through a combination of both throughout the permitting process.

It is the department's goal to continually evolve and find new ways to innovate our processes. The efficient issuance of permits, inspections and Certificates of Occupancy or Completion is critical to nurturing the local economy. Furthermore, by streamlining operations, greater compliance with the Florida Building Code will be achieved, making the City's structures safer for the community.

SIGNIFICANT ACCOMPLISHMENTS

The department has completed and/or began the following projects/initiatives over the past fiscal year:

- In 2022, the department sent out over 50 email communications regarding useful reminders and tips on the building permit process and hosted 10 training events for the public (in-person and virtual)
- Did a significant outreach effort to recruit inspectors to apply for various vacancies in inspector and plan review positions
- Flood and Building reviews have been combined to reduce our backlog and create a more efficient review process
- Replaced 100% of vehicles in the Building Department fleet with hybrid and electric vehicles



In 2022, the department sent out over 50 email communications regarding useful reminders and tips on the building permit process and hosted 10 training events for the public (in-person and virtual).

CRITICAL SUCCESS FACTORS

- Potential impacts to revenues as changes in the construction market occur
- Continued evolution of the software systems necessary for the success of the Building Development Enterprise Resource System, online application, and electronic plans reviews
- Recruiting and promptly filling of vacancies to meet increasing demands for timely service. It has become increasingly challenging to recruit qualified candidates.
- Continued unified efficiency improvements from all departments involved in the Building Development process reviewing plans, issuing permits, and conducting inspections

FUTURE OUTLOOK

It is the vision of the Building Department to offer excellent customer service through state-of-the-art, cutting-edge technology that will enable us to advance the experience for paperless services. Online permit applications, electronic permits forms, electronic payments, concurrent electronic plan review, real-time inspection results and inspection routes are enhanced by technological advances. The department recognizes the need to continuously evolve and improve without losing touch with the public.

Other important initiatives for the department in the future include:

Short Term 1-2 Years

- Complete development process study with outside consultant
- Continue to refine the Building Department page on the City's website to become more interactive and user-friendly
- Continue to improve online/electronic submissions
- Provide better access to the customer regarding inspection requests and other inspection-related information
- Hold annual meetings with the construction industry
- Hold quarterly training and feedback sessions with property owners
- Provide cross-training for employees to improve efficiency

Mid Term 3-5 Years

 Cross-train inspectors and plan reviewers for greater efficiency and succession planning

Ongoing

 Streamline and develop the department to offer more efficient customer service and delivery of service



PERFORMANCE PLAN HIGHLIGHTS

	2020 Actuals	2021 Actuals	2022 Actuals	2023 Target	2024 Target
Main Vision Area: Neighborhoods					
PERFORMANCE MEASURES					
Average turnaround time for residential & commercial plan review (days)	3.4	3.0	3.0	4.0	4.0
% of building department records requests that were completed within Building department target (2 days)	90%	95%	100%	95%	95%
Average # of training hours completed	8	5	16	24	24
NEW - Average # of days for the I.T. department to close out building department tickets	*	9	4.6	**	**
Average # of minutes on hold for calls received in the Building customer service center	*	2.1 minutes	3 minutes	**	**
Average turn around time for email responses for customer service email box (BuildingInfo@miamibeachfl.gov)	*	48 hours	24 Hours	24 hours	24 hours
% of customer service survey results of neutral & satisfied & very satisfied	*	72%	69%	70%	70%
NEW Percentage of abandoned calls at the Building Department Customer Service call center	*	*	12%		10%
NEW Percentage of inspections completed next day	*	*	*	*	95%
NEW Number of quality control plan reviews	*	*	*	*	12 per month
NEW Number of quality control inspections	*	*	*	*	10 per month
WORKLOAD STATISTICS					
Average number of plan reviews completed per day	*	155	163	* *	**
Daily average # of inspections	145	175	232	**	**
# of plan reviews (per year)	36,119	43,754	42,376	**	**
Average number of submissions processed daily by permit counter	*	191	1 <i>7</i> 3	* *	**
# of online submissions annually	*	38,593	50,978	**	**
# of permits applied for per year	9,088	13,672	11,610	**	**
# of permits issued per year	6,749	10,930	9,630	**	**
% of plans submitted over three times	7.0%	4.5%	12%	**	**
# of buildings 40 years or older in recertification "applied" status	201	146	221	**	**
of buildings 40 years or older in recertification "finaled" status	104	23	88	**	**

PERFORMANCE PLAN HIGHLIGHTS CONT'D

PERFORMANCE MEASURES	2020 Actuals	2021 Actuals	2022 Actuals	2023 Target	2024 Target
# of violations	711	730	454	**	**
% of cases with violations that were resolved	38%	14%	37%	65%	65%
# of expired permits	1,157	2,019	802	**	**
# of Temporary Certificates of Occupancy (TCO) - Temporary Certificates of Completion (TCC) Issued	137	177	294	**	**
# of Temporary Certificates of Occupancy (TCO) - Temporary Certificates of Completion (TCC) Extensions Issued	18 <i>7</i>	305	418	**	**
# of Certificates of Occupancy (CO) Issued	176	187	215	**	**
# of Certificates of Completion (CC) Issued	68	95	114	**	**
# of notice of commencements e-recorded by the Building department	N/A	1		**	**
NEW - # of Building department IT request tickets per year	**	931	551	**	**
# of calls received in the Building customer service center per year	*	53,773	62,839	**	**
# of emails received in the Building customer service center annually	*	18,332	30,258	**	**

^{*}Indicates measure was not tracked and/or conducted during reporting period

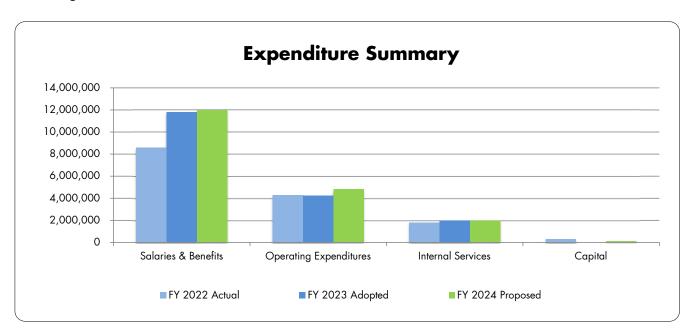
^{**}Indicates measure is not targetable or performance based

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		FY 2021		FY 2022		FY 2023		FY 2024
Revenue Area		Actual		Actual		Adopted		Proposed
Permits-Building		10,676,548		15,381,441		12,141,000		14,789,000
Certificate of Occupancy/Completion		1,143,219		1,549,099		964,000		1,298,000
Permits-Building Recertification		183,430		155,842		219,000		125,000
Permit Extensions		74,187		930,441		96,000		300,000
Building Training Surcharge		506,811		712,061		546,000		754,000
Building Citations/Violations		283,647		441,636		255,000		345,000
Other Miscellaneous Revenues		42,724		1,098		2,000		1,000
Interest Allocated-Pooled Cash		86,236		105,108		48,000		362,000
Building Reserves/Fund Balance		0		0		3,722,000		935,000
Total	\$	12,996,802	\$	19,276,726	\$	17,993,000	\$	18,909,000
Expenditure Area								
Salaries & Benefits		10,818,061		8,599,732		11,804,000		11,975,000
Operating Expenditures		3,607,509		4,282,324		4,223,000		4,812,000
Internal Services		1,806,000		1,792,000		1,966,000		1,985,000
Capital		444,732		306,784		0		137,000
Total	\$	16,676,302	\$	14,980,839	\$	17,993,000	\$	18,909,000
Revenues Less Expenditures	Ś	(3.679.500)	ė	4.295.887	Ś	0	Ś	0

Total Budgeted Positions

90.04 + 0.00 PT 94.04 + 0.00 PT 94.44 + 0.00 PT 95.23 + 0.00 PT



BUDGET HIGHLIGHTS

- A significant component of the increase in personnel expenditures for all departments is attributed to increases in employee-related costs that include a three percent cost of living adjustment effective April 2024, excluding the American Federation of State, County, and Municipal Employees (AFSCME) which is effective May 2024, as well as a maximum of three percent merit increase for all employees, except members of the Fraternal Order of Police (FOP) and International Association of Fire Fighters (IAFF) which include a five percent step increase. Merit and step increases apply within existing pay ranges. A ten percent increase in the City's premiums for health insurance for all employees is also included.
- Personnel services expenditures increased by \$171,000, or 1.4%. This is primarily due to increases resulting from applicable merit increases and cost of living adjustments budgeted in FY 2024, increases in the City's premiums for health insurance for all employees budgeted in FY 2024, and the addition of a fulltime Permit Ombudsman position further detailed below.
- Operating expenditures increased by \$589,000 or 13.9%.
 This is primarily due to increases in operating costs that include
 bank fees, rent for space occupied by the Building Department,
 advertising for public relations campaigns, and technology
 supplies for web design and software based on current
 department operations.

BUDGET HIGHLIGHTS CONT'D

- Internal services expenditures increased by \$19,000, or 1.0%. This is due to increases in Central Services, Property Management, and Risk Management totaling \$113,000 combined, which were offset by decreases in Fleet Management and Information Technology services totaling \$94,000.
- Capital expenditures increased by \$137,000 based on vehicles and equipment scheduled for replacement in FY 2024, as well as the pruchase of additional charging stations to support the department's electric/hybrid fleet of vehicles.

FY 2024 Enhancements

- The FY 2024 budget includes a \$18,000 recurring enhancement to increase the total minimum living wage rate from the current rate of \$15.61 per hour, including health benefits, to \$16.08 per hour, including health benefits, effective January 1, 2024.
- The FY 2024 budget includes a \$78,000 recurring enhancement for the addition of full-time Permit Ombudsman position (split-funded) to assist residents as they navigate the City's permitting process across several departments. This position will also assist residents with questions they have regarding the process, assist with public outreach, and provide awareness and suggestions to resolve process issued identified.



CODE COMPLIANCE

DEPARTMENT MISSION STATEMENT

We are dedicated to protecting the public health, safety, welfare, and improving the quality of life for our City's residents, business owners and visitors through education and the consistent and equitable application of the City's Code of Laws and Ordinances.

DEPARTMENT DESCRIPTION

The Code Compliance Department is responsible for maintaining the community's quality of life by seeking compliance with the City of Miami Beach Code of Laws and Ordinances. Code Compliance Officers are available to respond to resident concerns seven days a week.

Operating hours are as follows:

- Sunday through Wednesday from 6 a.m. to 1 a.m.
- Thursday from 6 a.m. to 3 a.m.
- Friday and Saturday 24 hours

As a regulatory department, Code Compliance is charged with enforcing the following ordinances and regulations:

- High-impact period regulations and special event compliance
- Noise
- Outdoor dining concessions, including Concession Agreements
- Sanitation and health hazards such as recycling and illegal dumping
- Commercial uses of single-family homes and short-term/transient rentals, including advertising
- Operating hours for construction, nightclubs, bars, and alcohol sales
- Polystyrene and other environmental issues
- Zoning/land development regulations
- Litter and graffiti
- Property maintenance, including the maintenance of abandoned property/vacant lots and minimum housing standards
- Signage on private property and public rights of way
- Inspections for Business Tax Receipts and Resort Tax compliance
- Artist vendors, street performers, and nonprofit vendors
- Leash laws and pooper scooper regulations
- Scooter/motorized vehicle rental regulations
- Marine and urban forestry regulations
- Sea turtle (nesting and lighting)
- Construction management blocking of public right of way
- Tree ordinances
- Gas-powered leaf blowers
- Fertilizer use
- Water quality protection
- Tenancy Rental Increase Notice Requirement

FISCAL ENVIRONMENT

The Code Compliance Department is supported by the General Fund, the Redevelopment Agency (RDA), the Resort Tax Fund, and the North Beach Community Redevelopment Agency (CRA). In addition, two of the department's positions are funded by the Sanitation Division of the Public Works Department.





CODE COMPLIANCE

STRATEGIC ALIGNMENT

Main Vision Area:

Neighborhoods

Management Objectives:

Prosperity

 Revitalize targeted areas and increase investment through master plans and business vibrancy efforts as well as core services like safety and code enforcement. Better leverage our assets and parking lots. Areas include North Beach, Ocean Drive, 41st Street, Lincoln Road and Washington Avenue.

Neighborhoods

- Enhance the beautification, physical appearance and cleanliness of neighborhoods especially North Beach, City rights-of-way, town center areas, parks and beaches
- Increase compliance with City code by creating more incentives for compliance vs. penalties, especially North Beach. Implement controls to prevent issues of unpermitted work or work exceeding permits on City projects.
- Work cooperatively with Miami-Dade County to reduce the possibility of disease outbreaks

• Organizational Innovation

- Make Miami Beach more business and user-friendly
- Support all objectives to improve decision making and financial stewardship, making the city more business friendly, with an employee culture of problem solving and engagement

Strategic Plan Actions:

- INCREASE proactive patrol and community outreach initiatives to ensure vibrancy efforts
- IMPLEMENT responsive enforcement efforts to target areas identified through the Citywide Cleanliness Index
- MONITOR and increase community outreach efforts to yield compliance, proactively
- PROACTIVELY monitor the City for mosquito breeding grounds and work cooperatively with Miami-Dade County to reduce the possibility of mosquito-transmitted disease

Budget Enhancement Actions:

N/A

BUSINESS ENVIRONMENT

The Code Compliance Department is responsive to the needs of residents, homeowners, visitors, and business owners alike.

Over the past few years, the department has experienced an increase in workload as a result of the proliferation of illegal short-term/transient rental platforms. These increases include quality-of-life concerns such as noise, sanitation issues, and parking. The department has continued to experience increases in a number of construction-related complaints (e.g., noise complaints, hours of operation, and the unauthorized blocking of the public right of way). There continues to be new and amended laws and regulations related to the environment, including the ban on polystyrene products, plastic straws, and restrictions on the hours of operations of packaged liquor establishments contributing to the department's workload.

Florida Senate Bill 60 effectively prohibits Miami Beach Code Officers from initiating investigations or enforcement proceedings of potential violations of codes and ordinances based on anonymous complaints. A person reporting a potential violation must now provide their name and address before an investigation or enforcement proceeding occurs. This change will not impact Code Compliance conducting proactive site inspections and investigations to ensure compliance is achieved.

The Code Compliance Department collaborates with other City functional areas, including the Building Department, Tourism and Culture, Economic Development, the Police Department, Environment and Sustainability, Office of Marketing and Communications, Office of Housing and Community Services, Finance, Planning, Parking, Parks and Recreation, the Fire Department, and Public Works, as well as the City Attorney's Office to identify solutions for our community.



SIGNIFICANT ACCOMPLISHMENTS

- Established a paperless method for internal processes to streamline case workload and become more efficient
- Established a dedicated team of code officers in the Art Deco Cultural District (ADCD) to address quality-of-life issues, including hawking, soliciting, and violations of the Outdoor Dinnig Concession Code of Conduct
- Continued the focus on marine enforcement efforts of illegal charters and party boats operating in our jurisdictional waters
- Implemented a dedicated short-term/transient rental team to enhance investigations and ensure compliance
- Maintained certification to ISO 9001:2015, the international quality management system standard published by the International Organization for Standardization to demonstrate the department's ability to consistently provide services that meet customer and regulatory requirements and control our department operations
- Continued roll calls in several neighborhoods, including the ADCD and North Beach, increasing visibility in our neighborhoods
- Continued with our business-friendly approach, increasing the instances of voluntary compliance



SIGNIFICANT ACCOMPLISHMENTS CONT'D

- Maintained extended service hours for Code Compliance to address cleanliness concerns, including early morning alley inspections seven days a week, resulting in improved Cleanliness Index scores
- Continued outreach and education efforts to residents and business owners by attending homeowner and merchant association meetings, both in-person and virtually. Distributed informational flyers and door hangers to properties as needed.

CRITICAL SUCCESS FACTORS

- Coordination with the Sanitation Division to ensure timely removal of illegally dumped materials
- Collaboration with the Police Department regarding the enforcement of illegal events, illegal short-term/transient rentals, and alcohol violations
- Coordinated approach with the Finance Department for enforcement of Business Tax Receipt (BTR) applications, renewals, and Resort Tax compliance
- Legal guidance and assistance from the City Attorney's Office with Special Magistrate cases and other investigations
- Coordination with the Public Works Department for outdoor dining concession approvals and enforcement
- Collaboration with other City departments to follow up and resolve service requests

FUTURE OUTLOOK

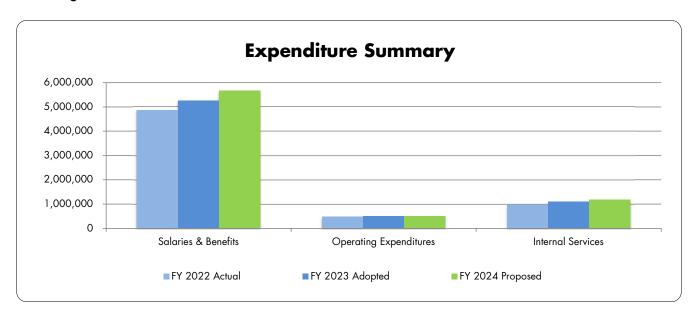
As residents and businesses continue getting involved in representative associations, the Code Compliance Department anticipates the demand for community responsiveness will increase. As ordinances become more complex and increase in number, Code Compliance Officers will have to adapt and become problem-solvers to find solutions for our community. We continue to look for opportunities to improve the efficient delivery of services by the department.

PERFORMANCE PLAN HIGHLIGHTS

PERFORMANCE MEASURES	2020 Actuals	2021 Actuals	2022 Actuals	2023 Target	2024 Target
Main Vision Area: Neighborhoods					
% of Code Employees that maintain Florida Association of Code Enforcement Level 1 Certification	100%	99%	95%	100%	80%
% of Code Employees that maintain Florida Association of Code Enforcement Level 2 Certification	60%	61%	74%	50%	60%
% of Code Employees that maintain Florida Association of Code Enforcement Level 3 Certification	15%	12%	13%	15%	12%
% of Code Employees that maintain Florida Association of Code Enforcement Level 4 Certification	33%	29%	26%	15%	23%
# of Alcohol Sale Inspections	5,799	3,980	10,131	4,124	6,637
Number of vacant and abandoned lots remediated by the City of Miami Beach	38	25	30	30	31
# of High Liability Inspections	38	16	35	35	30
# of Outdoor Dining Concession Inspections ⁽¹⁾	874	4,823	6,090	2,182	3,929
# of Outdoor Dining Concession Violations ⁽¹⁾	79	60	92	N/A	N/A
# of Short-term Rental Inspections	1,091	656	1,448	962	1,065
# of Short-term Rental Violations	185	99	216	N/A	N/A
# of Short-term Rental BTR Violations	42	26	159	N/A	N/A
# of Noise Complaints	4,135	4,859	3,215	N/A	N/A
% of Noise Complaints resulting in Compliance	98%	93%	93%	100%	100%
% of Inspections resulting in immediate Compliance	22%	4%	6%	25%	11%
Total # of Code Violations	5,129	13,765	7,873	N/A	N/A
Total # of Inspections	49,249	42,537	44,482	37,290	45,423
Total # of Sanitation Violations	2,077	2,322	1,714	N/A	N/A
NEW - # of code violations in North Beach Community Redevelopment Agency (CRA)	1,061	2,261	1,471	N/A	N/A
NEW - # of code violations on Ocean Drive	928	850	797	N/A	N/A

^{[1]&}quot;Outdoor dining concessions" replaced "sidewalk cafes" as of FY 2023

DEPARTMENT FINANCIAL SUM	MARY - GI	ENERAL FUND						
Revenue Area		FY 2021 Actual		FY 2022 Actual		FY 2023 Adopted		FY 2024 Proposed
Lot Clearing/Lien Satisfaction		2,935		6,195		4,000		8,000
Special Master Fines		167,816		95,962		113,000		132,000
Code Compliance Fines		450,788		710,300		465,000		634,000
Total	\$	621,539	\$	812,457	\$	582,000	\$	774,000
Expenditure Area								
Salaries & Benefits		4,540,123		4,858,180		5,269,000		5,672,000
Operating Expenditures		<i>475,75</i> 1		475,488		512,000		498,000
Internal Services		1,073,000		976,370		1,091,000		1,190,000
Total	\$	6,088,874	\$	6,310,037	\$	6,872,000	\$	7,360,000
General Fund		47.00 + 0.00 PT		46.00 + 0.00 PT		47.00 + 0.00 PT	4	47.00 + 0.00 PT
Sanitation Fund		2.00 + 0.00 PT		2.00 + 0.00 PT		2.00 + 0.00 PT		2.00 + 0.00 PT
RDA Fund		2.00 + 0.00 PT		2.00 + 0.00 PT		2.00 + 0.00 PT		2.00 + 0.00 PT
Resort Tax Fund		5.00 + 0.00 PT		14.00 + 0.00 PT		14.00 + 0.00 PT		14.00 + 0.00 PT
Total Budgeted Positions	5	6.00 + 0.00 PT	6	4.00 + 0.00 PT	(65.00 + 0.00 PT		65.00 + 0.00 PT



BUDGET HIGHLIGHTS

- A significant component of the increase in personnel expenditures for all departments is attributed to increases in employee-related costs that include a three percent cost of living adjustment effective April 2024, excluding the American Federation of State, County, and Municipal Employees (AFSCME) which is effective May 2024, as well as a maximum of three percent merit increase for all employees, except members of the Fraternal Order of Police (FOP) and International Association of Fire Fighters (IAFF) which include a five percent step increase. Merit and step increases apply within existing pay ranges. A ten percent increase in the City's premiums for health insurance for all employees is also included.
- Personnel services expenditures increased by \$403,000, or 7.6%. This is primarily due to increases in salaries and wages and health insurance resulting from applicable merit increases, cost of living adjustments, and increases in the City's premiums for health insurance budgeted in FY 2024 for all employees.

BUDGET HIGHLIGHTS CONT'D

- Operating expenditures decreased by \$14,000, or 2.7%.
 This is primarily due to decreases in miscellaneous operating expenditures based on anticipated department needs in FY 2024.
- Internal services expenditures increased by \$99,000, or 9.1%. This is due to increases in Fleet Management and Risk Management totaling \$182,000 combined, which were partially offset by decreases in Central Services, Property Management, and Information Technology services totaling \$83,000 combined.



DEPARTMENT MISSION STATEMENT

The City of Miami Beach's Economic Development Department is dedicated to establishing a robust economy that stimulates balanced growth by connecting business, community, people and jobs, business assistance and resources, corridor development/redevelopment, and real estate, as well as creating a diverse economy for this dynamic and resilient community.



DEPARTMENT DESCRIPTION

Economic Development's goal is to establish, grow, and diversify the City's business community by promoting the City's image and assets, supporting businesses, and encouraging appropriate real estate development.

To foster and support the growth of Miami Beach's business community and enhance economic prosperity for our residents and stakeholders, the Department has created two areas of focus to address the rich and diverse Miami Beach cultural and business communities.

- 1. Business Retention and Attraction
- 2. Community Revitalization

Additionally, the Department prioritizes three areas to encourage prudent community planning and economic growth.

- 1. Community Redevelopment Agencies
- 2. Real Estate Assets and Joint Development
- 3. Miami Beach Convention Center

DEPARTMENT DESCRIPTION CONT'D

Major Project Summaries:

The business retention and attraction area of focus provides economic development initiatives that support the retention and attraction of businesses through:

- Business support services, resources and investments
- Small business outreach and advocacy
- Data resources, market research, and information
- Marketing efforts to promote City of Miami Beach attributes

The community revitalization area of focus supports the City's resilient initiatives through holistically identifying strategies and projects that:

- Grow Miami Beach's talent pool
- Support the growth of the City's live-work-play environment
- Encourage private investment and partnerships
- Foster a positive cohesive relationship with the business, resident, and visitors

The Department also provides general oversight for redevelopment areas in Miami Beach, including the Miami Beach Redevelopment Agency (RDA) and the North Beach Community Redevelopment Agency (NBCRA).

The RDA is funded by tax increment revenues received from the City and Miami-Dade County within the boundaries of the City Center Redevelopment Area. These funds focus on the revitalization of the district. Excess funds are set aside to pay down debt early, where possible. Upon the payoff of all debt, the RDA district expires. The RDA's significant accomplishments are further detailed in the RDA section.

The NBCRA was created by the City Commission on February 10, 2021 after receiving authority from Miami-Dade County to establish a redevelopment area in North Beach. The Redevelopment Plan was adopted by Miami-Dade County in July 2021 along with the establishment of a trust fund. The NBCRA is in its early stages with a 2021 base year. Initial tax increment growth has been modest in 2022 and 2023, and due to positive growth, tax increment revenue will fund projects and initiatives during Fiscal Year 2024. Implementation of existing programs and planning for future initiatives and programs is underway as described in the NBCRA section.

To stimulate public-private partnerships, the Department focuses on workforce and affordable housing and how it can develop and maintain a vibrant residential and business environment.

DEPARTMENT DESCRIPTION CONT'D

The Department also oversees the management agreement for the Miami Beach Convention Center campus to ensure it is aligned with the City's operational plan, as well as best practices for securing booking opportunities that produce significant hotel revenue, and financial and community benefits. The Department serves as liaison to the Convention Center Advisory Board (CCAB) to promote alignment between the Miami Beach Convention Center operations and community and resident needs. The newly renovated, world-class, venue represents a critical economic engine for the City and region supporting a wide range of small to large businesses through direct and indirect economic impact. The Department also provides administrative leadership for the management of the City's partnership with the Greater Miami Convention and Visitors Bureau with a focus on Convention Center sales and hotel bookings.

FISCAL ENVIRONMENT

The Economic Development Department, except for the RDA and NBCRA, is funded from the General Fund. The General Fund charges an administrative fee to Enterprise Fund departments, the RDA, NBCRA, and Resort Tax Fund to cover the cost of various administrative support functions provided by the General Fund. The Miami Beach Convention Center is funded through the Convention Center Fund and the RDA.

The Miami Beach Convention Center generates revenue from rental use of the facility, food and beverage sales, and associated show-related services. The re-imagined Convention Center campus has 1.4 million square feet of meeting space, 3.1 acres of public green space in Collins Canal Park to the north, 5.8 acres of public green space in Pride Park to the west, 4 exhibition halls, a Grand Ballroom, pre-function space, and up to 84 meeting rooms, including a 20,000 square-foot specialty glass rooftop Sunset Ballroom.

Critical to the revenue generated by the Miami Beach Convention Center are the significant room night bookings which will result from the recently updated booking policy. This policy favors Priority 1 (P1) events (generating a minimum of 1,500 room nights on peak) and Priority 2 (P2) events (generating a minimum of 500 room nights on peak), which will result in direct resort tax growth for the City, and greater economic impact citywide. The collaborative efforts of OVG360, Sodexo Live!, Greater Miami Convention and Visitors Bureau, and the Economic Development team continue to develop robust strategizes to market, promote and secure short-term and long-term sales.

STRATEGIC ALIGNMENT

Main Vision Area:

Prosperity

Management Objectives:

Prosperity

- Market, and promote and strengthen Miami Beach as a world class arts, culture, and quality entertainment destination
- Develop the Convention Center campus including the hotel, parks, the Fillmore, and working with partners to program conventions and shows
- Revitalize targeted areas and increase investment through master plans and business vibrancy efforts as well as core services like safety and code enforcement
- Better leverage our assets and parking lots. Areas include North Beach, Ocean Drive, 41st Street, Lincoln Road and Washington Avenue.
- Revitalize targeted areas and increase investment through master plans and business vibrancy efforts as well as core services like safety and code enforcement

Mobility

 Support affordable, compatible workforce housing through public and private partners for key industries, including the use of development incentives

• Organizational Innovation

- Support all objectives to improve strategic decision making and financial stewardship, making the city more business friendly and user friendly, with an employee culture of problem solving and engagement
- o Make Miami Beach more business and user-friendly

Strategic Plan Actions:

- PROVIDE a balanced approach for use of Convention Center Campus: Pride Park/Collins Canal Park
- OVERSEE sales activities/marketing for the Convention Center for optimal use
- COORDINATE event partnerships/sponsorship, trade shows/ conferences and marketing /promotional campaigns to attract and retain businesses and new residents to Miami Beach
- **COMPLETE** the job creation incentive program for technical and financial services
- IMPLEMENT robust marketing campaigns to foster business attraction
- **IMPLEMENT** 41st Street Business Improvement District

STRATEGIC ALIGNMENT CONT'D

Strategic Plan Actions Cont'd:

- MAKE substantial progress on North Beach Town Center/ Byron Carlyle/Ocean Terrace
- CONTINUE the expedited plan review permitting program for technology and financial services
- **CONTINUE** business concierge services

Budget Enhancement Actions:

- Marketing and Public Relations
- Additional Promotions

BUSINESS ENVIRONMENT

The Miami Beach brand, recognized as a robust and innovative business environment with its skilled workforce and educated residents, continues to attract new industries and talent from around the globe. Together, with our existing business community, the Economic Development Department remains focused on elevating Miami Beach businesses and helping to unlock their economic potential. The Economic Development Department achieves this by recruiting and welcoming new businesses, connecting and providing Miami Beach businesses with resources, creating a stronger business community, as well as redeveloping and building thriving neighborhoods.

The department strives to promote itself as an ombudsman between the public and private sectors. We facilitate interactions between private property owners, and the City's various regulatory departments. Staff serves as a liaison to local business and economic development organizations, committees, as well as task forces that address economic opportunities in specific geographic areas of the City. Ongoing projects include serving as staff liaison for Business Improvement Districts (BIDs) within the City and other ad hoc committees, including, the Washington Avenue BID, the North Beach CRA Advisory Committee, the Mayor's Blue Ribbon 41st Street Committee, and the Convention Center Advisory Board.

Through oversight of the management and operations of the Miami Beach Convention Center including the reputation and sales of the facility by creating and promoting competitive services, packages, and amenities that attract and secure conventions, trade shows, and corporate groups.

The Department works to build confidence and safety for all those attending the Convention Center, works closely with all clients, vendors, suppliers, partners, stakeholders, and management partners. In addition, the completion of the Rum Room and Venue (formerly the Carl Fisher Clubhouse and Annex) will enhance the campus' fiscal capacity and contribute new neighborhood amenities.

BUSINESS ENVIRONMENT CONT'D

Booking policies will equally weigh financial needs with diversified programming that benefits the City, the Miami Beach Convention Center and the neighboring businesses, hotels, and restaurants.

SIGNIFICANT ACCOMPLISHMENTS

- Administered the City's Small Business Assistance Program and Emergency Small Business Reimbursement Grant Program utilizing \$660,000 in CARES Act CDBG-CV funding respectively, providing grants to a total of 33 small businesses
- Partnered with Prospera to establish a technical assistance program for small businesses including one-on-one and inperson consulting as well as virtual workshops
- Sent welcome/outreach letters to 618 new businesses, creating a sustained relationship and partnership with businesses within our community
- Offered business concierge services to new and existing businesses and visited 650 businesses to identify needs and provide information
- Communicated with 717 contacts through monthly e-newsletter providing information on business resources, opportunities, and events
- Developed a robust, interactive informational resource guide with information on how to start a business
- Actively participated in major conferences and trade shows, including iConnections Global Alts, Bitcoin 2023, eMerge Americas, The Venture City, Money 20/20, South by Southwest (SXSW), Tedx X, Tech Beach Retreat, Cloud Summit and Florida International Medical Expo by attending, hosting event booths or creating avenues for engagement and speaking opportunities for city leadership
- Hosted, in partnership with IBM and the Miami-Dade Economic Advocacy Trust, a Black Business Month cybersecurity best practice business event to educate small business owners
- Implemented the Expedited Plan Review and Permitting Incentive, providing assistance to 6 businesses within targeted industries
- Administered the Job Creation Incentive Program to attract businesses in the technology and financial services industries and attracted 2 technology and financial service firms from outside of the region. Supported the expansion of a financial services firm and a technology firm

SIGNIFICANT ACCOMPLISHMENTS CONT'D

- Enhanced and beautified 23 properties through the Vacant Storefront Cover Program
- Launched a parking incentive program to support hospitality, health and wellness, technology and financial services industries
- Provided administrative and technical support for the creation of the 41st Street Business Improvement District
- Implemented the Make A Bold Move campaign, a strategic marketing and public relations campaign focusing on attracting employers and talent within the technology and financial services industries. In winter 2022, the American Marketing Association (AMA) South Florida, the official professional chapter of the American Marketing Association (AMA) in South Florida, recognized the Make A Bold Move campaign as best digital media campaign. In July 2023, the campaign was also honored by the Florida League of Cities with a Florida Municipal Achievement Award for Economic Achievement.
- Promoted the City through the development of a full-scale, creative trade show and conference booth by leveraging marketing collateral
- Achieve financial closing and groundbreaking for the Collins Parks Artist Workforce Housing Project to provide 80 units of workforce housing, a 32-bed dormitory for the Miami City Ballet and 2,200 square feet of ground floor public/cultural use through a public-private-partnership (P3 to activate the cultural arts campus
- Worked with the Office of Capital Improvement Projects to promote community outreach and engagement with respect to General Obligation Bond Project #40 — 41st Street Streetscape Project
- Issued a Request for Letters of Interest for mixed-use development on city-owned surface parking lots near 41st Street
- Launched the North Beach CRA District Office
- Launched the Commercial Lease Subsidy Program for the Art Deco Cultural District with a focus on transitioning legal nonconforming uses to permitted uses
- Engaged an economic development consultant and provided administrative oversight for the preparation of a hotel and shortterm rental market study to identify Miami Beach hotel pipeline as compared with comparable tourism and hospitality-driven locales

SIGNIFICANT ACCOMPLISHMENTS CONT'D

- Developed North Beach CRA Beautification Initiatives: Commercial Facade Improvement Program and Residential Property Improvement Program
- The Miami Beach Convention Center welcomed new and repeat business utilizing all 4 exhibit halls and using all new areas of the building. Art Basel 2022 welcomed its highest number of attendees, the return of the Miami International Boat Show received national accolades, and the innovative and creative Bitcoin conference attracted the next generation of financial services and tech influences to the campus.
- Through the leadership of the Greater Miami Convention and Visitors Bureau, the Department supported the creation of the Innovation Think Tank – a group of clients, potential clients, event planners, and influencers to provide feedback and strategic insight on strength, weaknesses, opportunities and threats to the advancement of the Miami Beach Convention Center and group bookings
- Launched monthly commercial business engagements where the team made in-person visits to businesses to learn firsthand about issues in an informal conversational approach that develops and maintains relationships



CRITICAL SUCCESS FACTORS

- Enhance marketing and communication with residents, property owners and business operators to better support business attraction and retention
- Proactive engagement and attraction of targeted industry sectors to Miami Beach
- Adoption and adherence to economic development strategies and best practices
- Improved website and data development to ensure thorough and relevant information is available and accessible to the public
- Provide technical assistance, concierge services, grants and incentives as business resources
- Market and interact with business and development communities to expand private investment in the City
- Leverage City-owned assets to attract targeted industries
- Continue efforts to reduce regulatory obstacles and remove barriers to success
- Provide continuing education opportunities for staff to stay current on market trends and industry standards
- Increase communication, education and community engagement for Economic Development Department initiatives
- Leverage City-owned assets to increase opportunities for workforce and affordable housing, retail, office and increased activation of public spaces
- Assist in providing services and amenities that benefit the community through contractual relationships and agreements
- Develop the memorandum of understanding for the creation of the 41st Street Business Improvement District
- Informing and educating the residents and businesses within the North Beach CRA about the benefits of the district
- Increase stakeholder engagement opportunities to gauge interest in various economic development initiatives and business sectors
- Launch and growth of the Miami Beach Convention Center Rum Room and Venue operations
- Increase the Convention Center sales goals, prospects, tentative and definite clients

CRITICAL SUCCESS FACTORS CONT'D

 Develop comprehensive management guidelines for the use of Pride Park and Collins Canal Park

FUTURE OUTLOOK

The City and businesses continue to adjust business models and perspectives on where and how to operate. National firms have shown that they are willing to move their entire base of operations to be near strong labor pools and desirable climates.

Miami Beach offers a high density of favorable tapestry profiles. The population of the city is well-educated and diverse. Residents enjoy the vibrant lifestyle that Miami Beach offers. The affordability of the North Beach neighborhood has attracted a high concentration of millennials, as well as a high concentration of people who have earned a bachelor's degree. Having a talented, educated workforce with specialties in a variety of skills, at varying career levels, is the most important resource to office-using businesses.

Miami Beach is also a significant driver of foreign investment, which brings jobs, diversity and an increase in the value of real estate. Over the past five years, foreign investment has made up about 30% of total capital market activity within the City. The City is also seeing an influx of businesses and workers from New York, California and other urban centers with strong technology and financial services hubs.

Efforts that focus on improving, diversifying and growing the live-work- play dynamic while encouraging access to affordable workforce housing, and transportation will build a sustainable economy. Miami Beach offers several desirable characteristics with the advantage of being an "established" sub-market vs. being an "emerging" sub-market. This distinction often leads to higher office occupancy rates and rents.

New development projects, public-private partnerships, economic revitalization programs along with business resources and services are critical to the pathway forward to building a robust and balanced economy.



PERFORMANCE PLAN HIGHLIGHTS

PERFORMANCE MEASURES	2020 Actuals	2021 Actuals	2022 Actuals	2023 Target	2024 Target
Main Vision Area: Prosperity					
Business Attraction:					
Number of new business tax licenses issued	*	699	799	750	810
% of businesses that would recommend Miami Beach to prospective business owners (Survey completed biennially)	*	*	52.6% ⁽⁴⁾	60.0%	60.0%
Business Retention:					
Number of business tax renewal licenses issued	6,774	6,312	6,287	6,307	6,700
Business check-ins, visits, and services	1,724 ⁽¹⁾	94	571	225	650
Workforce:					
Unemployment Rate - Miami Beach	8.6% ^[2a]	4.4% ^(2b)	1.2% ^(5a)	4.0%	2.0%
Unemployment Rate - Miami Dade County	13.0% ^[2a]	4.5% ^(2b)	1.9% ^(5b)	4.0%	2.8%
Real Estate Demographics:					
Retail Occupancy Rate	92.6% ⁽³⁾	93.7% ⁽³⁾	94.8% ⁽⁶⁾	94.0%	95.0%
Office Vacancy Rate	11.6%	7.9% ⁽³⁾	9.9% ⁽⁶⁾	7.5%	8.5%
Outreach and Engagement:					
Welcome letters sent to new businesses	*	167	199	400	810
Thank you letters sent to renewing businesses	*	0	4,588	6,000	6,700
Stakeholder workshop/meeting attendees	230 ⁽¹⁾	810(1)	242	120	1000
Business newsletter subscribers	*	179	483	350	750
Average newsletter Open Rate	*	40.1%	49.0%	43.0%	51.0%

^{*}Indicates measure was not tracked and/or conducted during reporting period

 $^{^{(1)}}$ Large discrepancies between target values and actual values as a result of the COVID-19 pandemic

⁽²a) Source for Actuals: TradingEconomics.com

^(2b) Bureau of Labor Statistics - September 2022

 $^{^{(3)}}$ CoStar Real Estate Analytics - September 2022

⁽⁴⁾ ETC Institute: 2022 Business Survey (June 2022)

https://www.miamibeachfl.gov/wp-content/uploads/2022/10/2022-City-of-Miami-Beach-Business-Survey-Complete.pdf

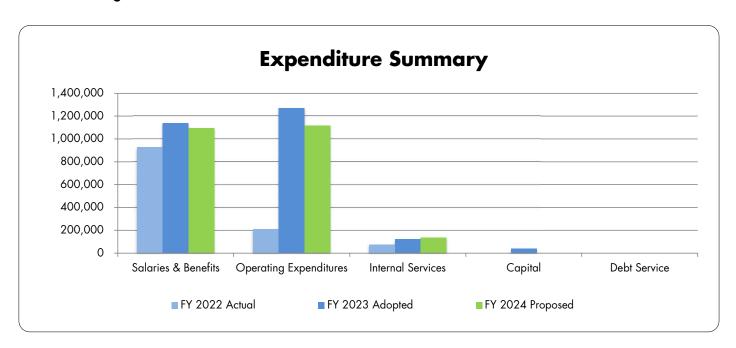
⁽⁵a) Bureau of Labor Statistics - July 2023

⁽⁵b) Bureau of Labor Statistics - July 2023

⁽⁶⁾ CoStar Real Estate Analytics - July 2023

DEPARTMENT FINANCIAL SUMMARY	Gl	ENERAL FUND			
Expenditure Area		FY 2021 Actual	FY 2022 Actual	FY 2023 Adopted	FY 2024 Proposed
Economic Development		1,112,339	1,214,489	2,571,000	2,352,000
Byron Carlyle*		35,359	0	0	0
Total	\$	1,147,698	\$ 1,214,489	\$ 2,571,000	\$ 2,352,000
Expenditure Area Salaries & Benefits		<i>7</i> 43, <i>7</i> 81	927,392	1,138,000	1,095,000
Operating Expenditures		326,91 <i>7</i>	210,098	1,272,000	1,119,000
Internal Services		72,000	77,000	122,000	138,000
Capital		0	0	39,000	0
Debt Service		5,000	0	0	0
Total	\$	1,147,698	\$ 1,214,489	\$ 2,571,000	\$ 2,352,000
Total Budgeted Positions	5	5.43 + 0.00 PT	7.10 + 0.00 PT	7.10 + 0.00 PT	7.05 + 0.00 PT

^{*}Effective FY 2022, the operations of the Byron Carlyle were transferred from Economic Development to Facilities and Fleet Management.



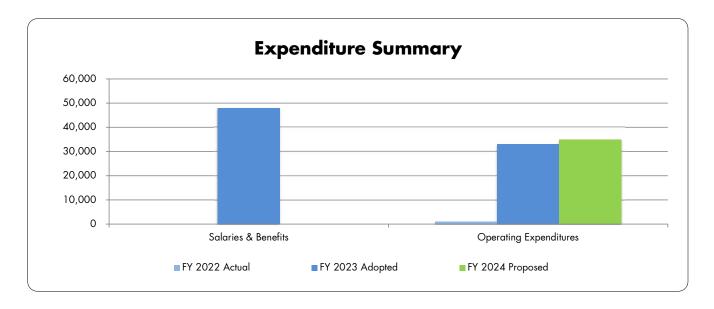
		FY 2021	FY 202	22	F	Y 2023	FY 2024
Expenditure Area		Actual	Actua	I	A	dopted	Proposed
Salaries & Benefits		<i>7</i> 43, <i>7</i> 81	92	27,392		1,138,000	1,095,000
Operating Expenditures		310,558	21	0,098		1,272,000	1,119,000
Internal Services		58,000	7	77,000		122,000	138,000
Capital		0		0		39,000	0
Total	\$	1,112,339	\$ 1,214	4,489	\$	2,571,000	\$ 2,352,000
Total Budgeted Positions	5	.43 + 0.00 PT	7.10 + 0	OO DT	7 1	0 + 0.00 PT	7.05 + 0.00 P1

BYRON CARLYLE - GENERAL FU	ND					
	F	Y 2021	FY 2022		FY 2023	FY 2024
Expenditure Area		Actual	Actual		Adopted	Proposed
Operating Expenditures		16,359		0	0	0
Internal Services		14,000		0	0	0
Debt Service		5,000		0	0	0
Total	\$	35,359	\$	0 \$	0	\$ 0
Total Budgeted Positions	0.0	0 + 0.00 PT	0.00 + 0.0	0 PT	0.00 + 0.00 PT	0.00 + 0.00 PT

^{*}Effective FY 2022, the operations of the Byron Carlyle were transferred from Economic Development to Facilities and Fleet Management.

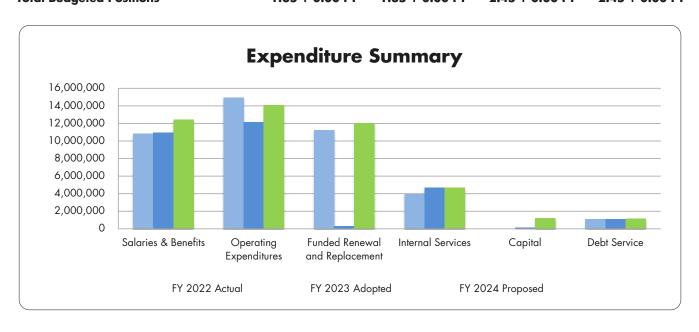


Revenue Area	FY 2021 Actual		FY 2022 Actual		FY 2023 Adopted	FY 2024 Proposed
Contribution from Global Spectrum	()	15,000		15,000	15,000
Fund Balance/Retained Earnings)	0		66,000	20,000
Total	\$ () \$	15,000	\$	81,000	\$ 35,000
Expenditure Area Salaries & Benefits)	0		48,000	C
Operating Expenditures)	930		33,000	35,000
Total	\$ () \$	930	\$	81,000	\$ 35,000
Revenues Less Expenditures	\$	Š	14,070	Ś	0	\$





	FY 2021	FY 2022	FY 2023	FY 2024
Revenue Area	Actual	Actual	Adopted	Proposed
Contractor Revenues (Spectra)	3,515,982	12,767,113	10,153,000	11,308,00
Contractor Revenues (Centerplate)	1,455,537	12,224,822	9,070,000	11,591,00
Convention Dev Tax (CDT Funds)	4,500,000	4,500,000	4,500,000	4,500,000
Convention Dev Tax Bonus	0	15,548,780	1,336,000	13,519,000
RDA Subsidy	3,250,000	4,000,000	4,000,000	4,000,000
Miscellaneous/Other	256,032	255,504	185,000	579,000
Reimbursements/Recoveries (Legal Fees)	8,230,000	0	0	(
Convention Cntr Park Mgmt. Fee	0	153,000	163,000	181,000
Total	\$ 21,207,551	\$ 49,449,219	\$ 29,407,000	\$ 45,678,000
Expenditure Area				
Salaries & Benefits	4,958,356	10,836,086	10,955,000	12,405,000
Operating Expenditures	14,022,796	14,938,125	12,175,000	14,100,000
Funded Renewal and Replacement	0	11,236,026	313,000	12,057,000
Unfunded Renewal and Replacement	12,772,680	0	0	
	2 652 022	3,955,267	4,699,000	4,688,000
Internal Services	3,653,933			
Capital	0	11,119	125,000	1,246,000
	0 863,000	11,119 1,098,000	125,000 1,140,000	1,182,00
Capital	\$ 0	\$ 11,119	\$ 125,000	\$ 1,246,000 1,182,000 45,678,000



BUDGET HIGHLIGHTS

• A significant component of the increase in personnel expenditures for all departments is attributed to increases in employee-related costs that include a three percent cost of living adjustment effective April 2024, excluding the American Federation of State, County, and Municipal Employees (AFSCME) which is effective May 2024, as well as a maximum of three percent merit increase for all employees, except members of the Fraternal Order of Police (FOP) and International Association of Fire Fighters (IAFF) which include a five percent step increase. Merit and step increases apply within existing pay ranges. A ten percent increase in the City's premiums for health insurance for all employees is also included.

General Fund

- Personnel services expenditures decreased by \$43,000, or 3.8%. This is primarily due to personnel changes in the department and the reallocation of existing department positions between funding sources as a result of the operations of the Miami Beach Convention Center being transferred from the Tourism and Culture Department to the Economic Development Department during FY 2023.
- Operating expenditures decreased by \$153,000, or 12.0%.
 This is primarily due to one-time expenditure enhancements that were budgeted in FY 2023.
- Internal services expenditures increased by \$16,000, or 13.1%.
 This is primarily due to increases in Property Management, Risk Management, and OIG funding services totaling \$44,000 combined, which were partially offset by decreases in Central Services usage and Information Technology services totaling \$28,000 combined.
- Capital expenditures decreased by \$39,000. This is due to a one-time expenditure that was budgeted in FY 2023 for the purchase of a vehicle.

Tourism & Hospitality Scholarship Fund

 The Tourism & Hospitality Scholarships Fund decreased by \$46,000 based on projected funding available that is earmarked for tourism and hospitality scholarships.

BUDGET HIGHLIGHTS CONT'D

Convention Center Enterprise Fund

- Personnel services expenditures increased by \$1,450,000, or 13.2%. This is primarily due to increases in salaries and benefits for the City's contractor to operate the Convention Center based on current operations and events that are currently anticipated in FY 2024.
- Operating expenditures increased by \$13,669,000. This is primarily due to an increase of \$11,744,000 in the budgeted set-aside for renewal and replacement of convention center capital assets based on projected funding that is available to be set aside in FY 2024. Other increases totaling \$1,925,000 are attribued to operating costs for the City's contractor to operate the Convention Center based on current operations and events that are currently anticipated in FY 2024.
- Debt service expenditures increased by \$42,000, or 3.7%, based on projected FY 2024 Ameresco debt service obligations
- Internal services expenditures decreased by \$11,000, or 0.2%.
 This is primarily due to decreases in Property Management and Risk Management services totaling \$13,000 combined, which were slightly offset by an increase in OIG funding of \$2,000.
- Capital expenditures increased by \$1,121,000 due to onetime expenditures budgeted in FY 2024 for the purchase of machinery and equipment.

FY 2024 Enhancements

General Fund

- The FY 2024 budget includes a \$100,000 recurring enhancement for marketing and public relations. This request will aid in creating a distinct brand, website, and collateral for Miami Beach that aids in business expansion, retention, and increases support and awareness from the business community.
- The FY 2024 budget includes a \$235,000 recurring enhancement to attend key national conventions and trade shows and to market the City of Miami Beach as a desirable and profitable destination for businesses to relocate or conduct commerce

Convention Center Enterprise Fund

 The FY 2024 budget includes a \$39,000 recurring enhancement to increase the total minimum living wage rate for contractors from the current rate of \$15.61 per hour, including health benefits, to \$16.08 per hour, including health benefits, effective January 1, 2024.



DEPARTMENT MISSION STATEMENT

We are dedicated to maximizing the City's resources while providing excellent public services to improve our residents' quality of life, reducing homelessness, managing the City's residential properties, and promoting community development opportunities.

DEPARTMENT DESCRIPTION

The Office of Housing and Community Services (HCS) is divided into four divisions:

- Housing & Community Development Administers
 U.S. Department of Housing and Urban Development (HUD)
 entitlement funds and State Housing Initiatives Program (SHIP)
 funds on behalf of the City, typically as pass-through funding for
 public service, affordable housing, and capital projects
- <u>Community Services</u> Addresses the human services and referral needs of our community's youth, elderly, and families, including rent and utility assistance, emergency food, and ACCESS Florida services, among others; operates three youth and family programs funded by The Children's Trust; and oversees the City's grocery delivery program
- Homeless Outreach Services Provides shelter placement and public transit assistance, family reunification assistance, employment, identification document replacement services, extended supportive services, as well as care coordination and housing referrals for homeless persons in Miami Beach
- Residential Housing Manages 89 affordable housing units located within five multifamily properties in compliance with HUD rules and regulations

FISCAL ENVIRONMENT

The <u>Housing & Community Development Division</u> receives annual entitlement funding from HUD via the Community Development Block Grant (CDBG) and HOME Investment Partnership (HOME) programs, as well as from the State Housing Initiatives Partnership (SHIP) program. Annual allocations fluctuate and have trended down over time. The FY 2024 CDBG and HOME entitlements are \$935,181 and \$671,958, respectively.

The <u>Community Services Division</u> is supported by the General Fund and also receives \$1.33 million from The Children's Trust for the operation of three youth programs: All Stars, Parent-Child, and Family Pathways, formerly known as Success University (Miami Beach Service Partnership). The division also receives funding from the CDBG Program to support the City's grocery delivery program serving food-insecure households. The division also received \$20,229 from the Emergency Food and Shelter Program (EFSP) in FY 2023 for rent/utility assistance and emergency food vouchers.

The <u>Homeless Outreach Services Division</u> is supported by the General Fund and also receives grant funds from the Miami-Dade County Homeless Trust (Homeless Trust Funds available in October 2023 amount to \$2,775,188)

The <u>Residential Housing Division</u> collects its operational revenues from rent charged to tenants of its affordable housing properties. HUD determines the maximum rents for these properties to ensure affordability for households earning up to 80% of the Area Median Income (AMI). Currently, the City's rents are, on average, over 20% lower than HUD maximums. The rehabilitation of the Madeleine Village Apartments and the seawall have been completed. We are currently rehabilitating the Neptune and Coral Apartments and Phase 2 of the Lottie Apartments.



STRATEGIC ALIGNMENT

Main Vision Area:

Mobility

Management Objectives:

Mobility

- Increase housing options for current and future residents and enable growth in housing that protects seniors and encourages first-time home-buyers
- Support affordable, compatible workforce housing through public and private partners for key industries, including the use of development incentives
- Address homelessness by continuously evolving and innovating services to help those wishing to end their personal homelessness

• Organizational Innovation

 Support all objectives to improve strategic decision-making and financial stewardship, making the city more businessfriendly and user-friendly, with an employee culture of problem-solving and engagement

Strategic Plan Actions:

- CONTINUE to provide community service programming and expand resources to address resident needs
- USE federal allocation to promote homeownership and augment affordable housing opportunities (HCS)
- PURCHASE multi-family units to build on the City's affordable housing portfolio
- PROMOTE the City's First-time Homebuyer Program and Rehabilitation Program
- EXPLORE Transfer Development Rights Program for workforce and affordable housing

Budget Enhancement Actions:

N/A

BUSINESS ENVIRONMENT

The Housing & Community Development Division works closely with a variety of community-based providers to achieve the goals outlined in the City's Comprehensive Plan. The division holds public hearings and encourages community wide input in every aspect of the City's comprehensive Consolidated Plan process from Miami Beach residents, housing providers, human service agencies, and other community stakeholders. Competitive processes are conducted annually to award federal and state funding for affordable housing development projects, public service programs, and capital projects, as appropriate. This division works closely with the state-mandated Affordable Housing Advisory Committee. The division also works with federal and state monitors to ensure compliance with all program rules and regulations.

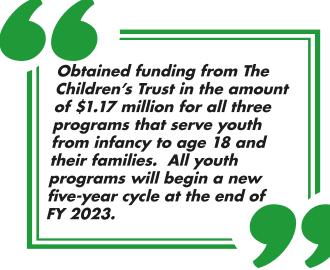
The <u>Community Services Division</u> works collaboratively with various nonprofit and for-profit agencies to address our residents' emerging quality of life needs, including employment, rent assistance, youth development, and food and family stabilization, among many others.

The <u>Homeless Outreach Services Division</u> proactively engages the homeless through our outreach and walk-in center to connect them to various community-based providers. The City is an active member of the Miami-Dade County Continuum of Care and complies with its operating framework. Through street outreach, specialized outreach, and its operation of the sole municipal walk-in center for the homeless in Miami-Dade County, the program uses care coordination strategies to shelter, employ, support, and transition homeless clients in the hope of ending their homelessness. The division also works closely and collaboratively with the Committee on the Homeless to address emerging issues, draft supportive motions, and cultivate additional strategies to address homelessness in our community.

The <u>Residential Housing Division</u> is comprised of five properties complying with HUD rules and regulations while providing quality housing for its low-income household tenants. Rent limits are established by HUD, and the City operates and maintains these properties with rent collections.

SIGNIFICANT ACCOMPLISHMENTS

 In FY 2022, the CDBG program provided \$80,000 for monthly grocery delivery services to 105 elderly households; provided rent and utility assistance to 12 households; funded information and referral services which assisted 183 elderly residents; funded the acquisition of a vacant lot to be developed for affordable housing; provided financial assistance to 10 businesses impacted by the Coronavirus pandemic and 18 businesses received technical assistance services



- In FY 2022, the Homeless Outreach Services Team facilitated 459 shelter placements and reunited 182 homeless individuals with family members and friends that were willing to provide them with support and a stable living environment while on the journey to self-sufficiency
- Partnered with New Hope C.O.R.P.S. ("New Hope") to augment services for unsheltered homeless persons. New Hope C.O.R.P.S. provides specialized outreach comprised of engagement for shelter/treatment services, coordination of placement to shelter services, detox services, transportation. As of October 1, 2022, New Hope's specialized outreach efforts resulted in 2,435 contacts, 345 engagements, 8 residential treatment placements, and 75 Emergency Shelter placements.
- Provided free tax preparation services to 429 households for low-income and elderly residents
- Served up to 105 elderly households through the Grocery Delivery Program with monthly fresh produce, protein and shelf staples
- The City completed the rehabilitation projects for the Madeleine Village Apartments. We are scheduled to proceed with the second phase of the Lottie and Neptune Apartments. These comprehensive projects will finalize the total renovations of both properties' interiors and exteriors. We are also underway with rehabilitation at the Coral Apartments.

SIGNIFICANT ACCOMPLISHMENTS CONT'D

- Obtained funding from The Children's Trust in the amount of \$1.17 million for all three programs that serve youth and children from infancy to age 18 and their families. All Youth Programs will begin a new five-year cycle by the end of 2023.
- The Parent-Child Program has served a total of 88 participants (parents with children/ adolescents/ 0-5 years of age) in group and home visitation programs. The total engagement reported in percentages is 89.6%, Additionally, of the contracted 15% of Children with Disabilities (CWD), 20.3% are being served (fully funded by grants).
- The All-Stars Program participants, through an entrepreneurship component at Nautilus Middle School, are able to express their creativity by designing a product and learning the principles of creating a business plan. Their products are then sold during seasonal themed events in collaboration with Parks and Recreation (fully funded by grants). The total engagement reported is 90%.
- The Family Pathways Program (formerly Success University) was renewed for a five-year cycle with annual funding of \$500,000. This program provides comprehensive, individualized, and accessible wraparound care coordinated services to families of children from birth to 18 years of age who live or work in the City of Miami Beach and/or whose children attend a Miami-Dade County Public School within the Miami Beach community. For families of children living with a disability who are enrolled in school, eligibility may be up to age 22.

CRITICAL SUCCESS FACTORS

Housing & Community Development Division:

- Monitoring market conditions and identifying leveraging opportunities to maximize production of affordable housing in Miami Beach
- Researching & Accessing other grant sources and communicate opportunities to human service organizations and affordable housing developers
- Ensuring the timely and compliant expenditure of federal grant funds
- Ensuring that properties remaining under affordability comply with HUD rules and regulations and property maintenance standards for the entire property affordability period
- Managing the first-time homebuyer and homeowner rehabilitation programs for income-eligible residents

CRITICAL SUCCESS FACTORS CONT'D

Community Services Division:

- Expanding collaborative opportunities with community-based providers to leverage finite resources to holistically serve the community's needs
- Establishing collaborations with key human services providers (i.e., DCF) to ensure access to entitlements and services for the City's vulnerable residents
- Ensuring that Family Pathways, (formerly known as Success University) and its Service Partnership Partners, Miami Beach All Stars, and the Parent Home Program meet the benchmarks and deliverables expected by The Children's Trust, their sole funder
- Cultivating new funding streams and strategies to sustain and grow services to meet our community's evolving and emerging needs
- Coordinating with other City departments to ensure an effective and appropriate response to renters needing relocation after a property is deemed an unsafe structure

Homeless Outreach Services Division:

- Collaboration with the Miami-Dade County Homeless Trust targeting the City's chronic homeless population
- Collaboration with the Miami Beach Police-Homeless Resource
 Unit and the Sanitation Division to coordinate early morning
 and daytime joint outreach missions to assist the homeless
 throughout South Beach and other areas of concern
- Conducting local business outreach to engage stakeholders and raise awareness of available resources for the homeless while promoting prevention strategies
- Cultivating key results in-house to facilitate the immediate immersion with support for those clients choosing to leave the streets and seek independent living
- Using data to streamline the strategic use of resources and adequately and effectively respond to emerging changes within the homeless population
- Coordinating services with agencies throughout the Continuum of Care to promote self-sufficiency and to empower homeless individuals

Residential Housing Division:

- Ensuring compliance with all HUD regulations and guidelines while maintaining quality of life standards for our residents
- Finalizing the rehabilitation project currently underway at the Neptune Apartments

FUTURE OUTLOOK

Housing & Community Development Division

The division continues to identify additional funding sources beyond HUD entitlements to ensure federal compliance with capital projects that remain affordable for 30 or more years. The division has operated with limited General Fund dollars while facilitating the ongoing improvement of the residential housing portfolio to ensure decent, safe, and sanitary living conditions. The division continuously explores alternate funding sources and ways to improve processes and maintain excellent housing standards. The division heavily promotes homeownership programs to stabilize and enhance the community's access to affordable housing

Community Services Division

The division continuously explores alternate funding to supplement existing programming funds. The Resident and Elderly Resource Center, a program within the division, continues to seek funding sources for further growth opportunities and innovations. For example, in an effort to meet the needs of elderly residents, who are among the most vulnerable in our City, the Resident and Elderly Resource Center has piloted an Elderly Calls program, where seniors will receive regular phone calls facilitating dialog and verbal wellness checks. The division continues to leverage existing resources to provide residents with access to educational workshops related to preparedness and self-sufficiency. The three youth programs: Family Pathways, All Stars, and Parent-Child, are primarily funded through the Children's Trust.

Homeless Outreach Services Division

The division constantly evaluates ways to augment resources and improve service delivery to address homeless-related concerns. The division values community input to evolve strategies and initiatives to ensure successful housing placement and income growth. While the City overwhelmingly continues to serve homeless people from other areas, the single greatest challenge it faces is the ongoing, unfettered migration of homeless people from other jurisdictions.

Residential Housing Division

The City has completed significant improvements to Madeleine Village Apartments and will continue the rehabilitation project at the Neptune, Lottie Apartments, and Corals Apartments. These improvements are being thought out with long-term resiliency and efficiency in mind. We ensure that all new appliances, plumbing, and lighting fixtures are energy efficient and low maintenance at all affordable housing locations.



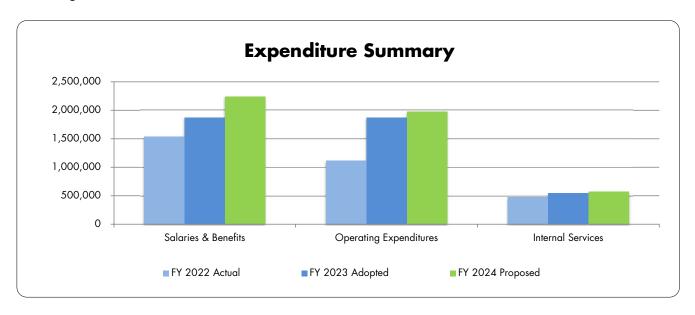
PERFORMANCE PLAN HIGHLIGHTS

PERFORMANCE MEASURES	2020 Actuals	2021 Actuals	2022 Actuals	2023 Target	2024 Target
Main Vision Area: Mobility					
# of elderly served annually	332	1,886	565	400	400
# of residents served annually	8,720	5,204	3,138	4,000	4,000
Total # of youth served annually (Children's Trust funded)	489	344	359	459	459
# of people receiving tax preparation services annually	429	529	429	300	300
Shelter beds used annually	402	375	459	500	500
# of relocated homeless individuals	139	90	182	140	140
# of individuals transitioned to self-sustaining or permanent housing	31	36	30	40	40
# of homeless contacts annually	4,187	5,987	4,028	4,000	4,000
# of tenants housed	80	78	64	81	81
# of first-time homebuyers assisted (SHIP funded)	10	2	2	3	3
# of owner-occupied homeowners assisted (SHIP funded)	0	0	2	1	2

DEPARTMENT FINANCIAL SUMMARY - GENERAL FUND

	FY 2021	F	Y 2022	FY 2023	FY 2024
Expenditure by Division	Actual		Actual	Adopted	Proposed
Community Services	1,124,154		1,090,531	1,310,900	1,376,600
Housing and Community Development	480,419		590,185	617,100	673,500
Homeless Services	1,249,803		1,450,593	2,363,000	2,743,900
Total	\$ 2,854,376	\$	3,131,309	\$ 4,291,000	\$ 4,794,000

	FY 2	2021	FY 2	2022	FY	2023	F	Y 2024
Expenditure Area	Ac	tual	Ac	tual	Add	pted	P	roposed
Salaries & Benefits		1,472,918		1,541,810		1,871,500		2,240,300
Operating Expenditures		878,458		1,114,499		1,873,500		1,976,700
Internal Services		503,000		475,000		546,000		577,000
Total	\$ 2	,854,376	\$ 3	,131,309	\$ 4	,291,000	\$	4,794,000
	10.50		10.00	0.00.07	10.04			
General Fund	12.50	+ 3.00 PT	13.30	+ 3.00 PT	13.30) + 3.00 PT	17.9	5 + 1.00 PT
Residential Housing Fund	3.10	+ 0.00 PT	3.35	+ 0.00 PT	3.35	5 + 0.00 PT	3.3	5 + 0.00 PT
Grant Funds	13.40	+ 12.00 PT	12.25 +	11.00 PT	12.25 -	- 11.00 PT	13. <i>7</i>	O + 8.00 PT
Total Budgeted Positions	29.00 +	15.00 PT	28.90 +	14.00 PT	28.90 +	14.00 PT	35.0	0 + 9.00 PT



COMMUNITY SERVICES GI	ENERAL FUND				
		FY 2021	FY 2022	FY 2023	FY 2024
Expenditure Area		Actual	Actual	Adopted	Proposed
Salaries & Benefits		570,130	581,240	654,000	733,600
Operating Expenditures		274,024	279,291	388,900	393,000
Internal Services		280,000	230,000	268,000	250,000
Total	\$	1,124,154	\$ 1,090,531	\$ 1,310,900	\$ 1,376,600
Total Budgeted Positions	4	I.10 + 0.00 PT	3.85 + 1.00 PT	3.85 + 1.00 PT	4.35 + 1.00 PT

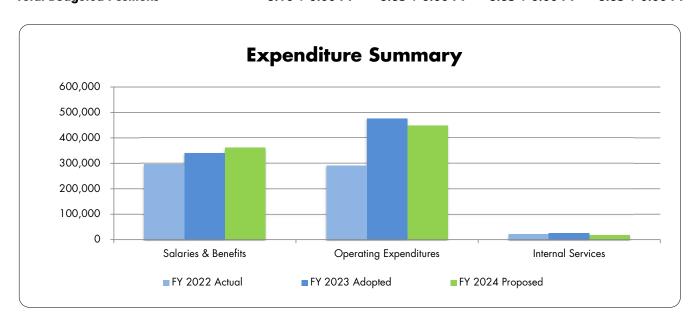
	FY 2021	FY 2022	FY 2023	FY 2024
Expenditure Area	Actual	Actual	Adopted	Proposed
Salaries & Benefits	386,579	476,535	458,500	499,900
Operating Expenditures	14,839	24,650	46,600	26,600
Internal Services	79,000	89,000	112,000	147,000
Total	\$ 480,419	\$ 590,185	\$ 617,100	\$ 673,500

Total Budgeted Positions	2.20 + 0.00 PT	2.25 + 0.00 PT	2.25 + 0.00 PT	2.70 + 0.00 PT
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HOMELESS SERVICES	GENERAL FUND				
		FY 2021	FY 2022	FY 2023	FY 2024
Expenditure Area		Actual	Actual	Adopted	Proposed
Salaries & Benefits		516,208	484,034	759,000	1,006,800
Operating Expenditures		589,595	810,559	1,438,000	1,557,100
Internal Services		144,000	156,000	166,000	180,000
Total	\$	1,249,803	\$ 1,450,593	\$ 2,363,000	\$ 2,743,900
Total Budgeted Position	15	6.20 + 3.00 PT	7.20 + 2.00 PT	7.20 + 2.00 PT	10.90 + 0.00 PT



DEPARTMENT FINANCIAL SUMM	ARY - RE	SIDENTIAL HO	OU!	SING SPECIAL	RE\	ENUE FUND	
Revenue Area		FY 2021 Actual		FY 2022 Actual		FY 2023 Adopted	FY 2024 Proposed
Rent - Lottie Apartments		98,606		86,970		100,000	101,000
Rent - Madeline Apartments		101,404		<i>7</i> 1,123		125,000	128,000
Rent - Neptune Apartments		261,566		244,888		280,000	266,000
Rent - London House Apartments		241,526		234,474		250,000	244,000
Rent - Coral Apartments		39,759		35,390		61,000	62,000
Miscellaneous/Other		10,927		9,067		8,000	10,000
Fund Balance/Retained Earnings		0		0		18,000	19,000
Total	\$	753,789	\$	681,912	\$	842,000	\$ 830,000
Expenditure Area							
Salaries & Benefits		236,557		297,907		340,800	361,800
Operating Expenditures		249,516		291,189		476,200	449,200
Internal Services		14,000		21,000		25,000	19,000
Total	\$	500,073	\$	610,096	\$	842,000	\$ 830,000
Revenues Less Expenditures	\$	253,716	\$	71,815	\$	0	\$ 0
Total Budgeted Positions	3.	10 + 0.00 PT		3.35 + 0.00 PT		3.35 + 0.00 PT	3.35 + 0.00 P



BUDGET HIGHLIGHTS

• A significant component of the increase in personnel expenditures for all departments is attributed to increases in employee-related costs that include a three percent cost of living adjustment effective April 2024, excluding the American Federation of State, County, and Municipal Employees (AFSCME) which is effective May 2024, as well as a maximum of three percent merit increase for all employees, except members of the Fraternal Order of Police (FOP) and International Association of Fire Fighters (IAFF) which include a five percent step increase. Merit and step increases apply within existing pay ranges. A ten percent increase in the City's premiums for health insurance for all employees is also included.

General Fund

- Personnel services expenditures increased by \$368,800, or 19.7%, due to increases in salaries and benefits associated with the addition of a new Homeless Outreach team approved by the City Commission mid-year in FY 2023, the reallocations of salaries and benefits for existing positions based on anticipated grant funding available in FY 2024, as well as applicable merit inceases and cost of living adjustments budgeted in FY 2024 and increases in the City's premiums for health and life insurance budgeted in FY 2024 for all employees.
- Operating expenditures increased by \$103,200, or 5.5%. This
 is primarily due to a \$99,100 increase in the contracted rates
 for existing shelter beds used by the department, as well as
 increases in other miscellaneous operating expenditures totaling
 \$4,100 combined.
- Internal services expenditures increased by \$31,000, or 5.7%.
 This is primarily due to increases in Information Technology, Risk Management, Central Services, OIG, and Fleet Management services totaling \$65,000, which were partially offset by a decrease in Property Management services of \$34,000.

Residential Housing Program

- Personnel services expenditures increased by \$21,000, or 6.2%. This is primarily due to increases in salaries and wages resulting from applicable merit increases, cost of living adjustments, and increases in the City's premiums for health and life insurance budgeted in FY 2024 for all employees.
- Operating expenditures decreased by \$27,000, or 5.7%. This
 is primarily due to a decrease of \$80,000 in the budgeted
 set-aside for operating contingency that is based on projected
 revenues and expenditures, which is offset by increases in
 costs for ad-hoc repairs and maintenance and other operating
 expenditures totaling \$53,000.
- Internal services expenditures decreased by \$6,000 due to decreases in Risk Management and OIG services totaling \$6,000 combined.









DEPARTMENT MISSION STATEMENT

The Planning Department is dedicated to developing, refining, and implementing a comprehensive urban planning vision for Miami Beach with the goal of preserving the integrity of the City's unique design heritage and enhancing the quality and diversity of the urban experience, inclusive of its residential neighborhoods, business districts, resorts, recreation, and entertainment areas.

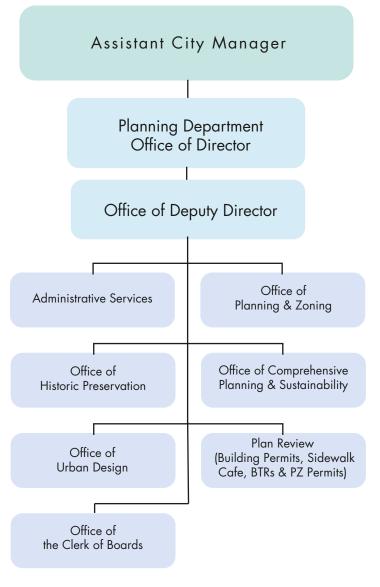
DEPARTMENT DESCRIPTION

The department provides guidance in design and applies regulatory standards and policies with the intent of ensuring progressive urban design principles, while preserving the City's rich architectural and historic resources.

The Planning Department is responsible for providing professional analyses and recommendations to the City Manager and City Commission on all land development issues. We serve as staff to the City's Planning Board, Board of Adjustment, Design Review Board, Historic Preservation Board and the Land Use and Sustainability Committee. The department processes applications, reviews and prepares recommendations. It is also responsible for implementing and updating the comprehensive plan as required by Florida statutes. The department reviews building permits for compliance with land development regulations, board orders and for consistency with architectural review guidelines as well as preservation criteria.

Additionally, the department conducts studies on specialized topics, such as resiliency and sustainability, growth management, way-finding, historic designation, urban and landscape design while also preparing master and conceptual plans for neighborhoods and conservation districts. Such efforts generally involve extensive public participation and collaboration with other City departments and governmental agencies to facilitate implementation of the plans once approved by the City Commission.





FISCAL ENVIRONMENT

The department is funded from the General Fund and continues to analyze and adjust fees in an effort to align revenue and operational costs, while providing financial incentives to homestead residential properties, and other development types such as affordable and workforce housing, and projects that include a resiliency component. This facilitated the evaluation of land use board applications, and other processes, which now include permit review. Services are provided, both in person and virtually as preferred by applicants. These flexible options are considered valuable tools for developments teams, contractors, and applicants to optimize and manage their time. Facilitating and providing review options has played a significant role in maintaining the volume of reviews, allowing the department to meet projected revenue and reduce operational costs.

STRATEGIC ALIGNMENT

Main Vision Area:

Neighborhoods

Management Objectives:

Prosperity

 Revitalize targeted areas and increase investment through master plans and business vibrancy efforts as well as core services like safety and code enforcement. Better leverage our assets and parking lots. Areas include North Beach, Ocean Drive, 41 Street, Lincoln Road and Washington Avenue.

Neiahborhoods

- Modernize and streamline our old and complex land development regulations and City codes through routine and comprehensive reviews to be more user-friendly and to reduce conflicts
- Prioritize historic gems and create opportunities to build resilience into historic properties to protect our unique Miami Beach identity

Mobility

- Increase housing options for current and future residents and enable growth in housing that protects seniors and encourages first-time home-buyers
- Support affordable, compatible workforce housing through public and private partners for key industries, including the use of development incentives

• Organization Innovation

 Support all objectives to improve strategic decision making and financial stewardship, making the city more business friendly and user friendly, with an employee culture of problem solving and engagement

Strategic Plan Actions:

- ASSIST applicants and property owners in the continued development and revitalization of North Beach Town and Ocean Terrace
- INCREASE compliance with the Building Code by streamlining the process and providing continued training to the public and applicants on the process

Budget Enhancement Actions:

N/A

BUSINESS ENVIRONMENT

The department serves as the liaison to several land use boards that include Planning, Design Review, Historic Preservation and Board of Adjustment. Additionally, the department manages and is the liaison for the Land Use and Sustainability Committee as well as the Flood Plain Management Board. Planning conducts Special Area Studies that require participation with civic organizations such as the Miami Beach Community Development Corporation, North Beach Development Corporation, Housing Authority, as well as several homeowners' associations and neighborhood groups. Planning also addresses and responds to requirements from state agencies and the South Florida Regional Planning Council and represents the City at select committee meetings with the School Board of Miami Dade County, other county government entities and neighboring municipalities based on various inter-local agreements. Internally, Planning maintains a close working relationship with various departments, including, Transportation, Public Works, Housing, City Clerk, IT, Building, Code Compliance, Economic Development, Fire, CIP, Parks and Recreation, Environmental and Sustainability, Housing and Community Services, Office of the City Attorney and Facilities Management and provides technical and professional guidance on projects that may need approval from (LUB), Commission Committees, or the City Commission.



SIGNIFICANT ACCOMPLISHMENTS

- Resiliency Code: The Planning Department is in the final stages of updating the current Land Development Regulations. Throughout the year, the Department has engaged the public, elected officials, and other stakeholders to craft and refine the Code so that it is resilient, transparent, and responsive to the needs of residents and businesses of Miami Beach. The adoption of the Resiliency Code will enable the City to better formulate a strategic plan that will continue to promote and protect the historic character of the City's neighborhoods, while identifying areas for sustainable growth that can better address any future shocks and stresses. Developers will have a clear understanding of the areas that are available for growth and will be able to focus their resources on projects that can benefit the City. The predictability that comes from this knowledge will encourage residential and commercial investment that will benefit both the City and its residents. First Reading of the Resiliency code took place on September 14, 2022.
- Ordinance 2021-4446 (October 13, 2021) Nonconforming Residential Buildings - Repairs Exceeding 50%: This ordinance amends the City's nonconforming building regulations to address the long-term safety of multifamily residential buildings located throughout the City. This Ordinance modifies requirements for improvements to existing non-conforming residential structures in order to ensure that property owners have the ability to maintain and retain the structure a safe and secure condition without being overly burdened by changes to the Land Development Regulations (LDRs) that may have been made since the building was originally constructed. Typically, if repairs exceed 50% of the value of a building, the building must be brought into compliance with the existing LDR's. The provisions of this Ordinance incentivize the comprehensive repair and rehabilitation of existing, nonconforming, and residential buildings by forgoing the 50% requirement if certain conditions are met.
- Ordinance 2021-4455 (December 8, 2021) Single-Family Solar Panel Setback Exceptions: This Ordinance modifies the City's single-family home setback regulations to permit solar panels and related equipment to encroach into required yards. This promotes sustainable and resilient development and green energy. This ordinance helps furthers the City's goal of achieving net-zero greenhouse gas emissions by 2050.
- Ordinance 2022-4459 (January 20, 2022) Comprehensive Plan 10 Year Water Supply Plan and Property Rights Element: This Comprehensive Plan amendment strengthens the coordination between water supplies and local land use planning and incorporates an updated 10-year water supply facilities work plan. In November 2018, the South Florida

SIGNIFICANT ACCOMPLISHMENTS CONT'D

Water Management District Governing Board approved the Lower East Coast Water Supply Plan Update to ensure there will be enough drinking water for more than 6 million residents in South Florida's Lower East Coast Region. Miami-Dade County subsequently updated its plans. The Planning Department coordinated with the Public Works Department in the update. This update ensures that there is sufficient capacity to handle the City's projected growth. Additionally, this amendment ensures that there is compliance with State law and incorporated a Property Rights Element into the Comprehensive Plan.

- Ordinance 2022-4465 (January 20, 2022) Landscape Neighborhood Overlays: This Ordinance established a framework to allow neighborhoods that have special landscaping characteristics that differ from the City's landscape standards to create an overlay to preserve those characteristics as new development takes place. Specifically, an overlay for the La Gorce neighborhood was created to preserve the Royal Palm Trees that line all of the streets.
- Ordinance 2022-4471 (February 9, 2022) Commercial Height Limits for Office Uses in the CPS-2 District: This Ordinance is intended to incentivize the development of Class A office buildings on the western portions of 5th Street. This is part of a continued initiative to transform the City's economy from an overreliance on tourism by promoting the growth, diversification, and resiliency of the City's economy. Class A office space tends to require higher floor to ceiling heights than other classes of office space. This ordinance provides modest height increases for office buildings, while providing safeguards to ensure that new buildings do not negatively impact surrounding areas.



SIGNIFICANT ACCOMPLISHMENTS CONT'D

- Ordinance 2022-4489 (May 4, 2022) Expansion of Art Deco MiMo Overlay District: Ocean Drive, Collins Avenue, and Washington Avenue are premier streets in Miami Beach, all of which provide residents and visitors with a unique cultural, retail, and dining experience that are vital to Miami Beach's economy. This Ordinance expanded the Art Deco MiMO Commercial Character Overlay District west to Washington Avenue and north to the Collins Park neighborhood. This Ordinance limits the number of nuisance establishments that negatively affect these areas and detract from the type of experience that the City is trying to encourage for its residents and guests.
- Ordinance 2022-4503 (July 20, 2022) Sunset Harbor Overlay Office Height Amendment: In 2021, the City adopted the Sunset Harbour Vision Plan ordinance that intends to preserve the quality of life in the Sunset Harbour neighborhood while encouraging office development on the perimeter of the neighborhood. This Ordinance modifies the Sunset Harbour Vision plan ordinance to further encourage the development of Class A Office Space by increasing the maximum height limit to 75 feet for a portion of the overlay along Alton Road, in order to reflect current market conditions. It also allows for decorative rooftop elements at a maximum height of 16 feet and prohibits the Design Review Board from approving the reduction of the clear pedestrian path requirements. This Ordinance is allowing for a new Class A office development that is continuing to help diversify the City's economy.
- Ordinance 2022-4511(September 14, 2022) R-PS1 and RPS2 Apartment-Hotel Conversion Incentives: The R-PS1 and RPS2 districts consist of low-intensity multifamily neighborhoods in the South of Fifth area of the City. Previously the regulations for these districts allowed for apartment-hotel construction. The neighborhood has a few apartment-hotels that had been permitted prior to the removal of the apartment-hotel use from the list of permitted uses. This Ordinance created a FAR and density incentives for the conversion of apartment-hotels to residential uses. Pursuant to Section 1.03 (c) of the City Charter, the adoption of this Ordinance required the prior approval of the voters in a Citywide referendum. The voters approved the Ordinance on the August ballot. It is expected that over time, existing and permitted apartment-hotels will convert to apartment uses due the new ability to gain extra density and FAR beyond what is typically allowed in the area.

CRITICAL SUCCESS FACTORS

 Adopt regulations to support the City's efforts in becoming more resilient to the impacts of climate change including sea level rise.

CRITICAL SUCCESS FACTORS CONT'D

 Identify sections in the Land Development Regulations that are in conflict or impede process improvement and delivery of services

Both factors are being addressed in the redrafting and update of the land development regulations under the Resiliency Code initiative.

FUTURE OUTLOOK

The department is in the process of analyzing and updating the current land development regulations. Over the past two years, the department, in conjunction with a consulting team, has completed a public engagement and drafting process to prepare new Land Development Regulations known as the Resiliency Code. The code will be much more transparent and responsive to the needs of residents and businesses of Miami Beach. The adoption of a resiliency code will enable the City to formulate a strategic plan that will continue to promote and protect the historic character of the district neighborhoods, while addressing our shocks and stresses by providing for development that is resilient. Developers will have a clear understanding of the areas that are available for growth and will be able to focus their resources on projects that can succeed. The predictability that comes from this knowledge will encourage residential and commercial investment that will benefit both the City and its residents.

The Code will establish a framework that will allow for further refinements over the next year to address major issues that affect the City, including the need for workforce and affordable housing, improved parking regulations, and enhanced mitigation against climate change and sea level rise.

Operationally, sustained increases in requests for reduced turnaround time with respect to permit reviews and application submittals for land use board approvals continues to tax department resources affecting our ability to deliver services.

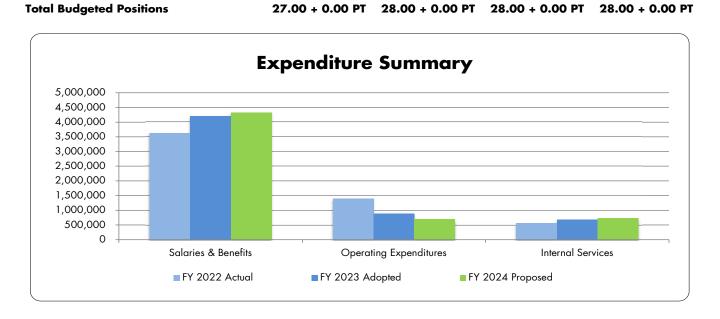
At the direction of the City Commission, over the next year, the Department will be working with the IT Department to create an online tool that will allow residents to view the files proposed and recently approved developments to be viewed via an interactive map. This will improve residents and other stakeholders' understanding of the changes and trends taking place within their neighborhoods.

Also, at the direction of the City Commission, the Planning Department is working at locating all Conditional Uses Permits (CUPs) that have been approved within the City and uploading them to a central electronic database. This will allow residents, stakeholders, and City staff to quickly locate CUPs to ensure that businesses and buildings are operating as intended. Given that CUPs have been approved as far back as the 1970s, it is often difficult for these permits to be located and enforced.

PERFORMANCE PLAN HIGHLIGHTS

PERFORMANCE MEASURES	2020 Actuals	2021 Actuals	2022 Actuals	2023 Target	2024 Target
Main Vision Area: Neighborhoods					
Number of days to review 90% of plan submittals	21	21	10	21	15
Number of days to review first and final submittals associated with a Land Use Board Applications	N/A	10 days each	10 days each	10 days each	10 days each

DEPARTMENT FINANCIAL SUMMARY - GENERAL FUND									
Davis Augus		FY 2021 Actual		FY 2022 Actual		FY 2023		FY 2024	
Revenue Area						Adopted		Proposed	
Permits-Planning (Review Plans)		1,973,197		3,878,947		2,500,000		2,748,000	
Design Review Board		1,594,637		1,757,935		1,744,000		1,659,000	
Other Planning Revenue		284,935		627,997		549,000		580,000	
Total	\$	3,852,769	\$	6,264,880	\$	4,793,000	\$	4,987,000	
Expenditure Area									
Salaries & Benefits		3,423,195		3,624,541		4,200,000		4,324,000	
Operating Expenditures		589,596		1,393,258		897,000		697,000	
Internal Services		554,000		560,000		693,000		733,000	
Total	\$	4,566,791	\$	5,577,799	\$	5,790,000	\$	5,754,000	



BUDGET HIGHLIGHTS

- A significant component of the increase in personnel expenditures for all departments comprise increases in employee-related costs including a three percent cost of living adjustment effective April 2024, as well as a maximum of three percent merit increase for all employees, except members of the Fraternal Order of Police (FOP) and International Association of Fire Fighters (IAFF) which include a five percent step increase. Merit and step increases apply within existing pay ranges. A ten percent increase in the City's premiums for health insurance for all employees is also included.
- Personnel services expenditures increased by \$124,000, or 3.0%. This is primarily due to increases in salaries and wages resulting from applicable merit increases and cost of living adjustments budgeted in FY 2024, as well as increases in the City's premiums for health and life insurance for all employees budgeted in FY 2024.
- Operating expenditures decreased by \$200,000, or 22.3%
 This is primarily due to a \$250,000 one-time enhancement that was budgeted in FY 2023 for a workforce housing code update, which is partially offset by increases in miscellaneous operating and technology expenditures totaling \$50,000 based on anticipated department needs in FY 2024.

BUDGET HIGHLIGHTS CONT'D

• Internal services expenditures increased by \$40,000, or 5.8%. This is primarily due to increases in Property Management, Fleet Management, Risk Management, and OIG funding services totaling \$77,000 combined, which were partially offset by decreases in Central Services usage and Information Technology services totaling \$37,000 combined.

FY 2024 Enhancements

 The FY 2024 budget includes a \$4,000 recurring enhancement to increase the total minimum living wage rate for contractors from the current rate of \$15.61 per hour, including health benefits, to \$16.08 per hour, including health benefits, effective January 1, 2024.



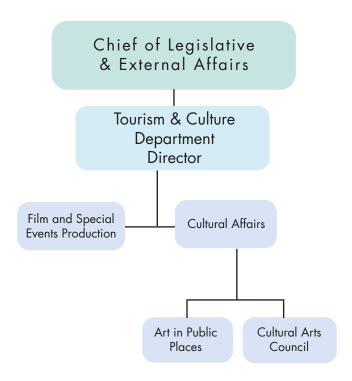
DEPARTMENT MISSION STATEMENT

The Tourism and Culture Department (TCD) is dedicated to supporting, attracting, and retaining innovative tourism and cultural programming that accentuates the Miami Beach brand as a world-class, international destination, while balancing resident and visitor quality of life.

DEPARTMENT DESCRIPTION

TCD develops and sustains quality programs and initiatives to support the City's tourism-based economy, including meaningful engagements and partnerships with key industries, specifically hospitality, as well as collaborative efforts with local and regional stakeholders.

In support of these efforts, TCD partners with tourism and marketing organizations, including the Miami Beach Visitor and Convention Authority (VCA) and the Greater Miami Convention and Visitors Bureau (GMCVB) to market and promote the City of Miami Beach as a world-class destination.



DEPARTMENT DESCRIPTION CONT'D

The City of Miami Beach is an international tourist destination and premiere residential community. The City's goal is to attract high-quality events that measurably benefit Miami Beach, its residents, visitors, and businesses. As a pristine, 7-mile beach community, the City is a preeminent special event venue as well as a desirable business location, placing a significant demand on City services and resources. This presents the added challenge of striking an appropriate balance between the need to maintain a high residential quality of life and the desire to bring major event activations to Miami Beach. As the liaison to the Miami Beach hospitality, cultural, event and film industries, TCD recognizes the important role it plays in supporting these organizations. Moreover, TCD, in collaboration with other City departments, continues to fulfill a regulatory role in overseeing the use of public spaces.

To achieve the TCD mission, the department has created two areas of focus that address the rich and diverse Miami Beach cultural and business communities:

- 1. Cultural Affairs and Art in Public Places
- 2. Film and Special Event Production

Each of these units provides sustaining support to residents, businesses, and visitors to encourage a robust cultural climate and facilitate the development of a healthy economy.

Unit & Major Project Summaries:

Cultural Affairs manages the grantmaking process of the Cultural Arts Council (CAC), which distributes funding annually through anchor grants and cultural presenter grants each season. TCD serves as the primary liaison to cultural institutions such as The Bass, The Wolfsonian–FIU, Miami New Drama at the Colony Theatre, and New World Symphony, among others.

Cultural Affairs oversees management agreements with both The Bass and Miami New Drama, working closely to ensure that financial and lease agreement obligations are met.

The Miami New Drama Management Agreement for the Colony Theatre includes a five-year projection for targeted audience and performance numbers. In 2022, Miami New Drama received numerous awards and grants, including the 2022 Thorton Wilder Prize presented by New York City's America Academy for Arts and Letters, seven Carbonell Awards, topping the list with 24 nominations, and a \$1M grant from The Knight Foundation.

DEPARTMENT DESCRIPTION CONT'D

Cultural Affairs also provides oversight to the maintenance and permanent collection at The Bass, which offers a significant portfolio of in-person and virtual art experiences, education programs, and temporary public art commissions to keep the community engaged. Museum operations are supplemented by the Friends of the Bass Museum, Inc., a 501(c)3 organization established to advise trustees and serve as the museum's main fundraising entity. Highlights of the season included Adrián Villar Rojas with Mariana Telleria: El fin de la imaginación, Jamilah Sabur: The Harvesters, and Phraseology, a new exhibition that explores language in modern and contemporary art. In March 2023, The Bass unveiled Venezuelan American artist, architect and cultural activist Carola Bravo as the 2023 winner of the New Monuments open artist call, a project established in 2020 with support from the John S. and James L. Knight Foundation through the museum's Knight Art Commissions Program. As well, in November 2022, The Bass was awarded an additional \$1.25M by the Knight Foundation to support technology-based initiatives.

In addition, Cultural Affairs oversees the Art in Public Places Program (AIPP) Committee, the installation and maintenance of all current installations, and the AiPP Committee's curatorial work on all new and proposed artwork. Over the past year, the program has overseen the donation process and installation of Minna by Jaume Plensa, a monumental sculpture which opened in Pride Park during Art Week Miami Beach 2022. Through its Legacy Purchase Program, AiPP acquired an installation by multi-disciplinary Afro-Cuban artist Juana Valdes, which will be installed in the East Lobby of the Miami Beach Convention Center. Cultural Affairs also oversees a portfolio of temporary public art installations, including No Vacancy, Miami Beach, Aspen Ideas: Climate, Elevate Española and projects funded through OnStage! Miami Beach. In 2022, this included twelve installations for No Vacancy, Miami Beach, fourteen installations for Aspen Ideas: Climate and the largest-to-date commission through OnStage!, Starchild by the artist duo FriendsWIthYou. In addition, AiPP is managing a major restoration of Tobias Rehberger's "obstinate lighthouse (2011)" located in South Pointe Park.

Film and Special Event Production division manages, and issues special events and film permits, working closely with local and national event producers to authorize events on public and private property, including weddings, ceremonies, and teambuilding activations. TCD issues close to 1,000 permits for film and photography productions and over 300 special event permits each season. The special event permitting process includes major oversight and knowledge of interdepartmental guidelines and regulations, all managed by the TCD team with direct on-site monitoring of events. The team serves as a liaison to statewide film agencies, acting as both an ambassador and advocate for legislative support and business development of film and print production in Miami Beach. It also serves as liaison to the Production Industry Council (PIC) and hosts monthly special event community meetings. In FY 2022, the team effectively worked through the permitting process for various

DEPARTMENT DESCRIPTION CONT'D

events celebrating anniversaries during Miami Beach Art Week 2022, including Art Basel's 20th anniversary.

FISCAL ENVIRONMENT

TCD, specifically Film and Special Event Production, is funded by the City's General Fund. The Film and Special Event Production division generates revenue from the collection of fees to offset the costs associated with permitting special events and film and print activations to ensure compliance with City regulations and guidelines.

Cultural Affairs programming is funded by Resort Tax revenues.

The AiPP program is funded by a City ordinance that reserves 2% of hard costs from capital construction projects, joint development projects, City renovations projects greater than \$250,000, and City capital change orders greater than \$200,000. These funds are set-aside for "works of art in public places other than museums which enrich and give diversion to the public environment."

In 2022, the City of Miami Beach experienced a decrease in occupancy rates, in comparison to 2019 - the last pre-COVID year. This decrease, however, was offset by an increase in room rates along with an increase in revenue per available room (RevPar) compared to 2019. Future trends look favorable with current air travel into Miami International Airport setting new records and accommodating demand by adding additional air service. As has been the case in previous years, the City continues to attract the interest of notable events, conventions, and conferences including, but not limited to, the Miami International Boat Show, South Beach Wine and Food Festival, Art Basel Miami Beach, Design Miami, Air & Sea Show, Miami Beach Gay Pride Festival, Art Deco Weekend, Seatrade Cruise Global Annual Meeting, eMerge America's Technology Conference, Florida Super-Con, Jeweler's International Showcase, and the Miami International Auto Show. New events in 2022 were the FTX Grand Prix Festival, during Formula 1 weekend. which brought international visitors and race car aficionados to the Art Deco Cultural District, and the Bitcoin 2022 Conference, which included the Sound Money Fest in Pride Park.



STRATEGIC ALIGNMENT

Main Vision Area:

Prosperity

Management Objectives:

Prosperity

- Market, promote and strengthen Miami Beach as a world class arts, culture, and quality entertainment destination
- Balance residents' quality of life with tourism and special events through careful planning and exploring strategies from other global destinations
- Revitalize targeted areas and increase investment through master plans and business vibrancy efforts as well as core services like safety and code enforcement. Better leverage our assets and parking lots. Areas include North Beach, Ocean Drive, 41 Street, Lincoln Road and Washington Avenue

Neighborhoods

 Evolve parks and green spaces to meet the changing needs of the community through creating a Parks Master Plan to improve programming, facilities, cycling, and water management. The plan should include iconic art, cultural opportunities and appropriate lighting

• Organizational Innovation

 Support all objectives to improve strategic decision making and financial stewardship, making the city more business friendly and user friendly, with an employee culture of problem solving and engagement

Strategic Plan Actions:

- DEVELOP a renovation and finance plan for Fillmore Theater
- COMPLETE Ocean Drive renovation, activation, and programming
- COMPLETE revisions to special event and film guidelines and special event sponsorship process
- INCREASE communication with residents and business owners for special event notification
- ATTRACT signature world-renowned events that provide public, and resident benefits
- COORDINATE implementation of public art in G.O. Bondfunded Parks projects

Budget Enhancement Actions:

- Normandy Fountain Programming
- CAC Grant Funding Increase
- Legacy Purchase Program

BUSINESS ENVIRONMENT

Miami Beach's reputation as an international hub of arts and culture continues to attract new events, tourists, and conventions — locally and globally. TCD remains focused on increasing international awareness on Miami Beach as a cultural capital, while ensuring our residents, businesses and visitors enjoy the fruits of creative programming.

TCD has developed clear and consistent processes and regulatory frameworks for special events and encourages high standards from vendors that balance the economic, environmental and community benefits and concerns. TCD has managed to maintain a cohesive relationship with the arts, culture, special events and film industry leaders. Internally, TCD has a close working relationship with various city departments, such as Fire, Police, Code, Public Works, Parks and Recreation, Property Maintenance, Beach Maintenance and Environmental Sustainability in order to ensure city rules and regulations are followed.

SIGNIFICANT ACCOMPLISHMENTS

Cultural Affairs

- Instituted significant technology-based upgrades to grant applications and final reports for cultural anchors and cultural presenters, which improved the effectiveness and efficiency in administering over 50 grant applications
- Provided year-round arts programming for residents and visitors. Nonprofit recipients of cultural grants administered by the CAC provide year-round arts programming for Miami Beach residents and visitors, including music concerts, dance performances, theater, opera, spoken word, film screenings, art exhibitions, architectural tours, lectures, workshops, and classes. Many of these events are free and open to the public, including the Arts in the Parks series produced in collaboration with The Rhythm Foundation.

Cultural Programs

TCD, historically, has been a film and special event permitting office. Since FY 2020, the department has experienced a growth in demand for in-house produced programming. In FY 2022, TCD produced seven cultural events and programs. They are detailed as follows:

• No Vacancy: Partnered with the VCA to implement the third edition of No Vacancy, a juried art competition that supports and celebrates mainly local artists, provokes critical discourse, and encourages the public to experience Miami Beach's famed hotels as temporary art destinations. This year was the largest to date, with an expanded program presenting 12 artists creating site-specific works at 12 iconic Miami Beach hotels. The installations were on view from Thursday, November 17 through December 8, 2022. No Vacancy garnered extensive national and international media coverage.

SIGNIFICANT ACCOMPLISHMENTS CONT'D

- Launched the fourth season of Culture Crawl in October 2022, which featured free and unique cultural experiences throughout the city each third Thursday of the month through May, from 6 p.m. to 9 p.m.
- In conjunction with the Aspen Ideas: Climate conference, commissioned a series of temporary site-specific public art commissions, film screenings, and performances highlighting issues related to climate change and sea level rise. Fourteen (14) Miami-based artists presented their work
- Launched Elevate Española, a dedicated art presentation site that will commission installations suspended above the historic Española Way corridor. Featuring two projects annually, Elevate Española will play an important role in bringing contemporary art to one of the most publicly visible areas of Miami Beach.
- For the third iteration of Juneteenth Freedom Day Celebration, along with distinguished speakers, the program grew to include performances by Jim Gasior and the New World School of the Arts Jazz Band, jazz singer Carole Ann Taylor, and three-time Grammy nominated jazz musician Melton Mustafa Jr. The morning event kicked off a full day of City sponsored programming.
- Miami Beach OnStage!: This event marks the City's largest free outdoor performing and visual arts program with live performances and site-specific temporary art installations in Miami Beach's beautiful parks, pedestrian streets, and other unexpected locations throughout the City. These culturally diverse performances include music, movies, dance, and art.
- Miami Beach Live!: Production for the second Miami Beach Live! For March 2023 started in June of the previous year, with a fitness theme for the month-long activation. International and national sports organizations were incentivized to bring their events to Miami Beach, In addition, the Kiwanis Club of Little Havana activated a new Carnival Miami Experience, Art on the Drive. TCD worked closely with the GMCVB and Miami Beach VCA in the marketing of the events.

Art in Public Places (AiPP)

- Completed installation of Jaume Plensa's Minna, a monumental sculpture sited on the east side of Pride Park. The work, valued at \$2M, was generously donated to the City of Miami Beach by Norma and Irma Braman.
- Through the Legacy Purchase Program, Art in Public Places acquired Colored Bone China Rags by Juana Valdes. In her work, Valdés examines Afro-Cuban migration through the lens of material culture and personal experience.
- Annual maintenance included the restoration of Bent Pool (2019) by Elmgreen & Dragset, oversight of the Apollo mural restoration, and obstinate lighthouse (2011) by Tobias Rehberger. Staff continues to work with outside counsel with issues related to Morris Lapidus by Sarah Morris.

SIGNIFICANT ACCOMPLISHMENTS CONT'D

Bass Museum

- The Bass was honored to receive \$1.25 million in arts investments from Knight Foundation during Miami Art Week. As Knight Arts Miami Grantee, The Bass will direct this support towards expanding art exhibitions and public programs that explore the intersection between art and technology.
- The Knight Foundation award comes on the heels of The Bass receiving \$20.1 million from Miami Beach's General Obligation Bond (G.O. Bond), which passed in the November 6, 2022, election. The bond, which totals \$159 million and supports 16 local city-owned cultural facilities, improves resiliency and infrastructure for arts and cultural groups to transform and expand their impact on the community. With the G.O. Bond funds, The Bass plans to update Pritzker Prizewinning architect Arata Isozaki's original 1995 building concept by adding a new wing south-west of the museum, as well as undertake infrastructure enhancements to the current facility.



SIGNIFICANT ACCOMPLISHMENTS CONT'D

- STEAM Plus, initiated in 2018 by Mayor Dan Gelber, is a curriculum-based art program managed by The Bass which integrates visual and performing arts into science, technology, engineering, and mathematics (STEM) classes in the local public schools. The project has breathed new life into the curriculum of seven schools in Miami Beach by inviting creatives from the city's most esteemed arts institutions to go in and help teach core subjects. STEAM+ has worked with 11 arts institutions - including Miami New Drama, Young Musicians Unite, Wolfsonian-FIU, Miami Beach Botanical Gardens, Miami City Ballet, and New World Symphony – reaching close to 5,000 students across seven public schools. As part of Art Basel: Miami Beach's 20th Anniversary celebrations, Art Basel committed a \$100,000 gift of support to The Bass' Miami Beach STEAM+ program. In 2022, the STEAM Plus employed 48 teaching artists, reached 178 classrooms, and provided 1,400 instructions hours.
- The Bass continued to engage the Miami Beach community with programs such as Curator Culture, Creativity in the Community and Bruch at the Bass. These programs presented a series of conversations designed to provoke and debate creative solutions to the urgency of our time.



Film & Special Event Production

In 2022, TCD successfully worked with Oolite Arts for a
partnership with the City, for "Local Love Letters," film contest
which featured an open call to Miami-based filmmakers to show
their affection for the city. Nine winners received \$5,000 to
develop a 3-to-5-minute short film featuring Miami Beach as
the backdrop. The films will debut, free of charge, outdoors

SIGNIFICANT ACCOMPLISHMENTS CONT'D

- at New World Symphony's SoundScape Park. Both narratives and documentaries, the films took the viewer through the sites, present and past, that make Miami Beach. One features three chapters of a Haitian family's life, all played out on the shores of North Beach. In another, a couple reminisces about how they met when a parrot swooped too close to them on Lincoln Road, forcing them into each other's path.
- Notable special events in FY 2023 included The Miami International Boat Show, South Beach Wine and Food Festival, Art Basel Miami Beach, DesignMiami, Miami Beach Gay Pride Festival, Art Deco Weekend, and Hyundai Air & Sea Show. We were also excited to have the Formula 1 Festival in May 2023, bringing international visitors and race car aficionados to the Art Deco Cultural District.
- Below are representative samples of articles highlighting Miami Beach as a tourist destination:
 - Where do travelers want to go in 2023? Study says Miami Beach, Key West — and Cuba? (Miami Herald)
 - 2. Miami tourism glows as international arrivals soar (Miami Today News)
 - 3. Miami Beach's World-Famous Waters Inspire Seasonal Travel Experiences (PR Newswire)
 - Award-Winning Year for Miami Beach in Tourism (West Orlando News)
 - 5. Miami Is Receiving Record Numbers Of Tourists And The Trend Isn't Stopping Any Time Soon (Traveling Lifestyle)
 - 6. 2022 Marks an Award-Winning Year for Miami Beach, Miami Beach Visitor and Convention Authority and Chairman (Miami's Community News)
 - 7. Michelin puts Sunshine State on the menu (Travel Weekly)
 - 8. Why There's Never Been a Better Time to Visit Miami (Conde Nast Traveler)



Launched Elevate Española, a dedicated art presentation site that will commission installations suspended above the historic Española Way corridor, one of the most publicly visible areas of Miami Beach.

CRITICAL SUCCESS FACTORS

Cultural Affairs

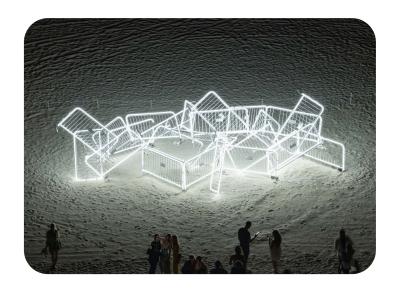
- Creating awareness for residents and visitors regarding the many significant cultural venues in Miami Beach underlines the City's reputation as an emerging arts and culture leader, which provides an international profile lift for Miami Beach. Venues include The Bass, Fillmore Miami Beach at the Jackie Gleason Theater, Miami Beach Bandshell and Colony Theatre.
- Developing a cultural strategic plan will be critical to a successful short- and long-term plan to build awareness and access to world-class art and culture

Film & Special Event Production

- Working with the Production Industry Council (PIC) to develop a strategic plan that will promote the city as a premier location and attract film and print industry projects
- Collaborate with Miami-Dade County and the Miami Beach Visitor and Convention Authority (MBVCA) to create stackable film incentives
- Collaboration with the state's Office of Film and Entertainment (OFE) and FilmFlorida to continue implementing best practices for industry

FUTURE OUTLOOK

The City's profile as tourism location was enhanced during FY 2022, as residents and visitors explored new arts and cultural offerings. We will continue to look for ways to further market City attributes to ensure that both tourists and residents are aware of the many cultural and artistic offerings in Miami Beach. The City's cultural profile continues to expand with new events and arts activations.





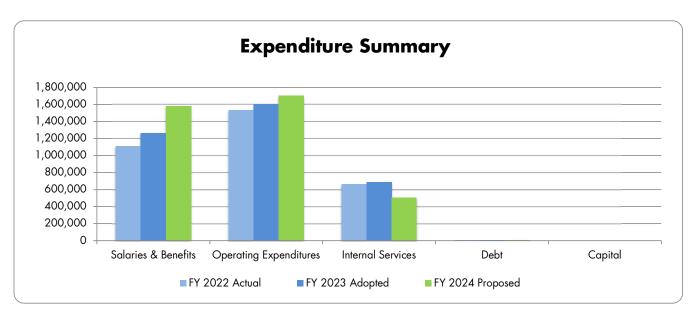
PERFORMANCE PLAN HIGHLIGHTS

PERFORMANCE MEASURES	2020 Actuals	2021 Actuals	2022 Actuals	2023 Target	2024 Target
Main Vision Area: Prosperity					
Number of grants issued	46	52	51	52	52
Attendance at Bass Museum	36,300	14,703	63,048	75,000	75,000
Number of special events permits processed	196	395	456	220	220
Fees waived for special events	N/A	N/A	117,166	122,396	288,591
Number of film/prints permits processed	554	410	538	400	400
Culture Crawl Attendance	1,200	3,000	8,250	9,000	10,000
Number of yearly attendees (Colony Theatre)	26,407	83,801	23,422	35,000	35,000
Number of events (Colony Theater)	146	181	122	175	175
Number of events produced through OnStage! Program	N/A	N/A	40	40	40

DEPARTMENT FINANCIAL SUMMARY				
	FY 2021	FY 2022	FY 2023	FY 2024
Revenue by Division	Actual	Actual	Adopted	Proposed*
General Fund	174,170	630,491	528,000	747,000
Cultural Arts Council	1,328,122	1,951,079	1,750,000	1,950,000
Art in Public Places	0	0	172,000	121,000
Total	\$ 1,502,292	\$ 2,581,570	\$ 2,450,000	\$ 2,818,000
e la lasti				
Expenditure by Division General Fund	2 140 470	2 211 424	2.544.000	2 900 000
	3,169,670	3,311,634	3,566,000	3,800,000
Cultural Arts Council	1,625,553	2,206,986	1,750,000	1,950,000
Art in Public Places	15,885	57,103	172,000	121,000
Total	\$ 4,811,108	\$ 5,575,723	\$ 5,488,000	\$ 5,871,000
Expenditure Area				
Salaries & Benefits	1,345,708	1,359,599	1,601,000	1,993,000
Operating Expenditures	2,927,399	3,516,124	2,967,000	3,260,000
Internal Services	533,000	694,000	721,000	544,000
Debt	5,000	6,000	6,000	7,000
Capital	0	0	193,000	67,000
Total	\$ 4,811,108	\$ 5,575,723	\$ 5,488,000	\$ 5,871,000
Budgeted Positions				
General Fund	8.73 + 0.00 PT	9.15 + 0.00 PT	9.15 + 0.00 PT	11.00 + 0.00 PT
Cultural Arts Council Fund	2.00 + 0.00 PT	2.00 + 0.00 PT	3.00 + 0.00 PT	3.00 + 0.00 PT
Resort Tax Fund	0.00 + 0.00 PT	1.00 + 0.00 PT	1.00 + 0.00 PT	1.00 + 0.00 PT
Total Budgeted Positions	10.73 + 0.00 PT	12.15 + 0.00 PT	13.15 + 0.00 PT	15.00 + 0.00 PT

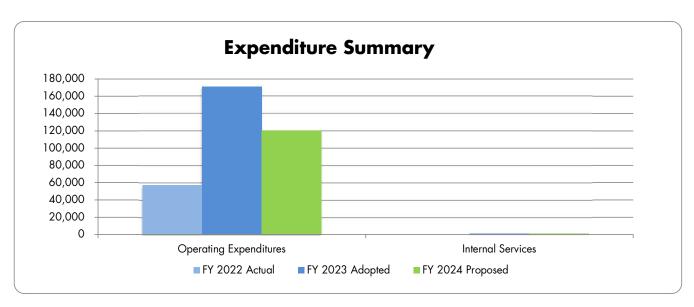
^{*}During FY 2023, management and oversight of the operations of the Miami Beach Convention Center transferred from the Tourism & Culture Department to Economic Development as part of reorganization.

DEPARTMENT FINANCIAL SUMMARY	- GENERAL FUND				
	FY 2021		FY 2022	FY 2023	FY 2024
Expenditure by Division	Actual		Actual	Adopted	Proposed
TCD	903,827		957,417	1,175,000	1,556,000
Colony Theater	603,070		600,210	592,000	521,000
Bass Museum	1,560,805		1,657,721	1,683,000	1,603,000
Art in Public Places	101,967		96,286	116,000	120,000
Total	\$ 3,169,670	\$	3,311,634	\$ 3,566,000	\$ 3,800,000
_					
Expenditure Area					
Salaries & Benefits	1,092,640		1,112,221	1,262,000	1,584,000
Operating Expenditures	1,561,030		1,531,413	1,606,000	1,703,000
Internal Services	511,000		662,000	691,000	506,000
Debt	5,000		6,000	6,000	7,000
Capital	0		0	1,000	0
Total	\$ 3,169,670	\$	3,311,634	\$ 3,566,000	\$ 3,800,000
General Fund Positions					
TCD	5.73 + 0.00 PT		6.15 + 0.00 PT	6.15 + 0.00 PT	8.00 + 0.00 PT
Colony Theater	0.00 + 0.00 PT		0.00 + 0.00 PT	0.00 + 0.00 PT	0.00 + 0.00 PT
Bass Museum	2.00 + 0.00 PT		2.00 + 0.00 PT	2.00 + 0.00 PT	2.00 + 0.00 PT
Art in Public Places	1.00 + 0.00 PT		1.00 + 0.00 PT	1.00 + 0.00 PT	1.00 + 0.00 PT
Total General Fund Positions	8.73 + 0.00 PT	Ī	9.15 + 0.00 PT	9.15 + 0.00 PT	11.00 + 0.00 PT

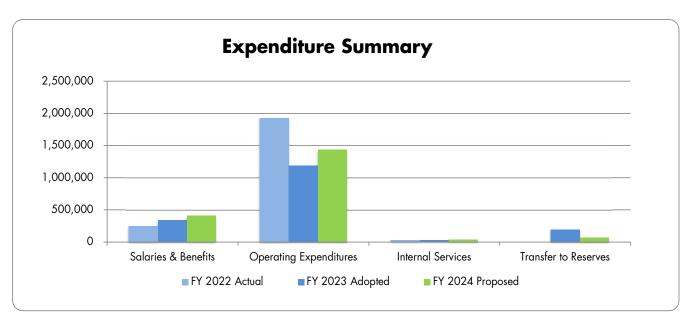


		FY 2021		FY 2022	FY 2023		FY 2024
Revenue Area		Actual		Actual	Adopted		Proposed
Special Events		87,527		479,656	326,000		579,000
Other/Misc.		86,642		150,835	202,000		168,000
Total	\$		\$		\$	\$	747,000
Expenditure Area							
Salaries & Benefits		667,192		670,205	797,000		1,109,000
Operating Expenditures		127,635		127,212	201,000		270,000
Internal Services		109,000		160,000	176,000		177,000
Capital		0		0	1,000		127,000
Total	\$	903,827	\$	957,417	\$ 1,175,000	\$	1,556,000
	•		•	,		•	
Budgeted Positions		5.73 + 0.00 PT		6.15 + 0.00 PT	6.15 + 0.00 PT		8.00 + 0.00 P
COLONY THEATER - GENERAL FUND							
		FY 2021		FY 2022	FY 2023		FY 2024
Expenditure Area		Actual		Actual	Adopted		Proposed
Operating Expenditures		529,070		499,210	500,000		500,000
nternal Services		69,000		95,000	86,000		14,000
Debt Service		5,000		6,000	6,000		7,000
Total	\$	603,070	\$	600,210	\$ 592,000	\$	521,000
Budgeted Positions		0.00 + 0.00 PT		0.00 + 0.00 PT	0.00 + 0.00 PT		0.00 + 0.00 P
BASS MUSEUM GENERAL FUND							
		FY 2021		FY 2022	FY 2023		FY 2024
Expenditure Area		Actual		Actual	Adopted		Proposed
Salaries & Benefits		322,805		345,721	349,000		365,000
Operating Expenditures		905,000		905,000	905,000		933,000
Internal Services		333,000		407,000	429,000		305,000
Total	\$	1,560,805	\$	1,657,721	\$ 1,683,000	\$	1,603,000
Budgeted Positions		2.00 + 0.00 PT		2.00 + 0.00 PT	2.00 + 0.00 PT		2.00 + 0.00 P
ART IN PUBLIC PLACES GENERAL F	UNI)					
		FY 2021		FY 2022	FY 2023		FY 2024
Expenditure Area		Actual		Actual	Adopted		Proposed
Salaries & Benefits		102,642		96,296	116,000		110,000
Operating Expenditures		(675)		(10)	0		(
Internal Services		0		0	0		10,000
internal Services							
Total	\$	101,967	\$	96,286	\$ 116,000	\$	120,000

ART IN PUBLIC PLACES SPECIAL R	EVENUE	FUND				
Revenue Area	=	Y 2021 Actual		FY 2022 Actual	FY 2023 Adopted	FY 2024 Proposed
Fund Balance/Retained Earnings		0		0	172,000	121,000
Total	\$	0	\$	0	\$ 172,000	\$ 121,000
Expenditure Area						
Operating Expenditures		15,885		57,103	171,000	120,000
Internal Services		0		0	1,000	1,000
Total	\$	15,885	\$	57,103	\$ 172,000	\$ 121,000
Revenue Less Expenditures	\$	(15,885)	\$	(57,103)	\$ 0	\$ 0
Budgeted Positions	0.0	0 + 0.00 PT	(0.00 + 0.00 PT	0.00 + 0.00 PT	0.00 + 0.00 PT



CULTURAL ARTS COUNCIL SPE	CIAL REVE	NUE FUND			
		FY 2021	FY 2022	FY 2023	FY 2024
Revenue Area		Actual	Actual	Adopted	Proposed
Resort Tax Quality of Life		1,294,914	1,929,716	1,737,000	1,881,000
CAC Interest		33,208	21,364	13,000	69,000
Total	\$	1,328,122	\$ 1,951,079	\$ 1,750,000	\$ 1,950,000
Expenditure Area					
Salaries & Benefits		253,069	247,378	339,000	409,000
Operating Expenditures		1,350,484	1,927,608	1,190,000	1,437,000
Internal Services		22,000	32,000	29,000	37,000
Transfer to Reserves		0	0	192,000	67,000
Total	\$	1,625,553	\$ 2,206,986	\$ 1,750,000	\$ 1,950,000
Revenue Less Expenditures	\$	(297,431)	\$ (255,907)	\$ 0	\$ 0
•		•			
Budgeted Positions	2	.00 + 0.00 PT	2.00 + 0.00 PT	3.00 + 0.00 PT	3.00 + 0.00 PT



BUDGET HIGHLIGHTS

• A significant component of the increase in personnel expenditures for all departments is attributed to increases in employee-related costs that include a three percent cost of living adjustment effective April 2024, excluding the American Federation of State, County, and Municipal Employees (AFSCME) which is effective May 2024, as well as a maximum of three percent merit increase for all employees, except members of the Fraternal Order of Police (FOP) and International Association of Fire Fighters (IAFF) which include a five percent step increase. Merit and step increases apply within existing pay ranges. A ten percent increase in the City's premiums for health insurance for all employees is also included.

General Fund

- Personnel services expenditures increased by \$322,000. This is primarily due to the reallocation of existing positions between various funds based the reorganization and oversight of the Convention Center's operations from the Tourism and Culture Department to Economic Development during FY 2023, the addition of a full-time Office Associate position approved midyear during FY 2023, and increases in salaries and wages and health and life insurance resulting from applicable merit increases and cost of living adjustments budgeted in FY 2024, as well as increases in the City's premiums for health and life insurance for all employees budgeted in FY 2024.
- Operating expenditures increased by \$97,000, or 6.0%. This
 is primarily due to increases in other operating expenditures
 due to the reallocation of existing expenditures for New Year's
 Eve, 4th of July, and Normandy Fountain programming from
 the General Fund Citywide Accounts budget to the Tourism and
 Culture Department's operating budget commencing FY 2024.
- Internal services expenditures decreased by \$185,000, or 26.8%. This is primarily due to decreases in Property Management and Information Technology services totaling \$235,000 combined, which were partially offset by increases in Risk Management, Fleet Management, and Central Services usage of \$50,000 combined.
- Debt service expenditures increased by \$1,000 based on projected FY 2024 Ameresco debt service obligations
- Capital expenditures decreased by \$1,000 based on one-time expenditures for machinery and equipment that were budgeted in FY 2023.

BUDGET HIGHLIGHTS CONT'D

Cultural Arts Council

- Personnel services expenditures increased by \$70,000. This is due to the conversion of an existing Office Associate IV position to an Arts and Culture Coordinator approved mid-year in FY 2023, as well as increases resulting from applicable merit increases and cost of living adjustments budgeted in FY 2024, as well as increases in the City's premiums for health and life insurance for all employees budgeted in FY 2024.
- Operating expenditures increased by \$247,000, or 20.8%.
 This is primarily due to the recurring \$250,000 enhancement for additional CAC grants further detailed below.
- Internal services expenditures increased by \$8,000, or 27.6%, due to a \$11,000 increase in Information Technology services which was slightly offset by a \$3,000 decrease in Central Services usage.

Art in Public Places

 Operating expenditures decreased by \$51,000. This is primarily due to a one-time \$50,000 enhancement that was budgeted in FY 2023 for incorporating art into public infrastructure.

FY 2024 Enhancements

General Fund

 The FY 2024 budget includes a \$25,000 recurring enhancement for programming at the Normandy Fountain which will be handled by the Normanty Fountain Business Association.

Cultural Arts Council

 The FY 2024 budget includes a \$250,000 recurring enhancement for additional funding for CAC grants, including \$50,000 to be earmarked for the South Beach Jazz Festival.

Art in Public Places

 The FY 2024 budget includes a recurring \$50,000 enhancement for the Legacy Purchase Program which has afforded the following: diversification of the City of Miami Beach Public Art Collection, public education and participation, return on investment and collaboration with Art Basel.



DEPARTMENT MISSION STATEMENT

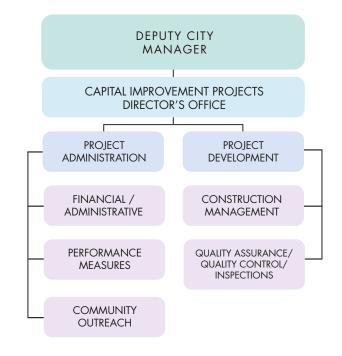
We are dedicated to the management of the City's capital construction efforts by providing the platform to comprehensively address the goals set forth in the General Obligation Bond program, Water and Wastewater Bond program, Storm Water Bond program, and the North Beach Community Redevelopment Area infrastructure program, improving the City's infrastructure, public facilities, parks, beaches, golf courses, and public safety equipment and improving facilities for resiliency of arts and cultural institutions.

DEPARTMENT DESCRIPTION

The City established the Office of Capital Improvement Projects (CIP) in the summer of 2001 to consolidate capital construction efforts into a single entity that would serve as a focal point for planning and construction program management activities. CIP's current program includes unparalleled investments in quality-of-life infrastructure, including prioritization of sea level rise with storm water and rightof-way improvement projects, parking facilities, park improvement projects, as well as sustainability and resiliency projects. These projects are necessary to improve, enhance, and maintain facilities along with infrastructure to meet the service demands of residents and visitors of the City of Miami Beach. The Capital Improvement Program is primarily funded by authorized bonds, including the General Obligation Bond as well as water/sewer and storm water bods. Other sources of funding include grants, resort taxes, and parking fees. CIP is managing over 60 active projects in the planning, design, and construction phases. CIP's goal is to advance the majority of these projects to completion within the next five years.

The CIP staff includes senior management, project managers with various levels of experience and responsibility, financial managers, field inspectors and administrative personnel. Over the years, the department has introduced new and innovative means of procurement of contractors and consultants. Procurement methods include job order contracting, design-build, construction management at risk, and design-bid-build. These methods have brought new contractors and consultants to the City, enhancing the current pool of vendors available to build the City's infrastructure and facilities.





FISCAL ENVIRONMENT

CIP is funded by chargebacks to capital projects managed by the office. Project budgets are finite, and the chargeback allocations calculated from those budgets are also finite. For many years, the allocation applied to each capital project was 6.5% of the total project budget, regardless of project size. In 2022, an analysis was conducted by a financial consultant to address the inequity of utilizing a singular percentage to fund the cost of management oversight by the CIP Department. City Commission approved a new allocation methodology that includes a tiered percentage structure that scales down as the project budget increases. Chargebacks associated to projects in development, but not yet budgeted, will be charged to the appropriate Fund.

In 2014, the City Commission approved a measure to amend the Storm Water Management Master Plan by modifying the design criteria to reduce vulnerability and risk of flooding throughout the City. The enhancements to the storm water system will be financed through the issuance of future storm water bonds. On November 6, 2018 Miami Beach voters overwhelmingly approved the issuance of three general obligation bonds totaling \$439 million. This additional funding will address projects in the following segments: parks, recreation, and cultural facilities; neighborhood and infrastructure; as well as police, fire, and public safety. A General Obligation bond for Arts and Culture was approved by Miami Beach voters on November 8, 2022. This bond in the amount of \$159 million will fund the improvements of facilities for resiliency of arts and culture institutions throughout the City, including museums, performance venues, artistic playgrounds, senior/cultural centers, botanical garden, aquatic sculpture park, and related artist/workforce housing.

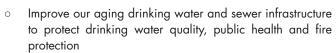
STRATEGIC ALIGNMENT

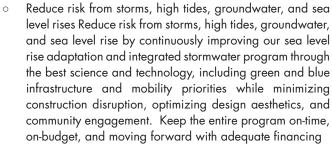
Main Vision Area:

Environment & Infrastructure

Management Objectives:

Environment & Infrastructure





Prosperity

- Develop the Convention Center campus including the hotel, parks, the Fillmore, and working with partners to program conventions and shows
- Revitalize targeted areas and increase investment through master plans and business vibrancy efforts as well as core services like safety and code enforcement. Better leverage our assets and parking lots. Areas include North Beach, Ocean Drive, 41 Street, Lincoln Road and Washington Avenue.

Neighborhoods

- Provide quick and exceptional fire and emergency response. Continuously improve emergency preparedness to better respond to shocks like hurricanes to bounce back as quickly as possible.
- Enhance the beautification, physical appearance and cleanliness of neighborhoods especially North Beach, City rights-of-way, town center areas, parks and beaches
- Evolve parks and green spaces to meet the changing needs of the community through creating a Parks Master Plan to improve programming, facilities, cycling, and water management. The plan should include iconic art, cultural opportunities and appropriate lighting.

Mobility

 Improve the walking and biking experience by providing safe, properly lit, shaded and well-maintained bike lanes, sidewalks, Beachwalk and Baywalk

STRATEGIC ALIGNMENT CONT'D

Organizational Innovation

- Implement the General Obligation (G.O. Bond) as promised to residents, through responsible oversight and coordinated project phasing
- Support all objectives to improve decision making and financial stewardship, making the city more business friendly, with an employee culture of problem solving and engagement

Strategic Plan Actions:

- DEVELOP a renovation and finance plan for The Fillmore theater
- MAKE substantial progress on North Beach Town Center/ Byron Carlyle/Ocean Terrace
- **COMPLETE** 41 Street Corridor Improvements
- **COMPLETE** Lincoln Road renovation within 3 to 3.5 years
- **ELEVATE** the Collins Park Cultural District
 - o Renovation of Collins Park Rotunda by 2024
 - Renovation and Expansion of Bass Museum of Art by 2027
 - Miami New Drama Collins Park Cultural Center by 2025
- COMPLETEOcean Driverenovation, activation and programming
- **COMPLETE** Fire Station 1
- COMPLETE North Beach Ocean Rescue Facility.
- **COMPLETE** Marine Patrol Facility
- COMPLETE Maurice Gibb Park
- COMPLETE Par 3 Park (Bayshore Park)
- COMPLETE North Beach Oceanside Park
- **COMPLETE** 72 Street Community Center
- COMPLETE street improvements associated with larger infrastructure projects such as West Avenue and First Street
- ADVANCE the Miami Beach Mooring Field
- MAKE substantial progress on the Baywalk

Budget Enhancement Actions:

N/A

BUSINESS ENVIRONMENT

The Office of Capital Improvement Projects (CIP) is a construction management organization, managing large capital projects from project inception to project completion. The principal goal of the department is to meet the expectations of Miami Beach residents and City departments. Internal client departments include Public Works, Parking, Parks and Recreation, Facilities and Fleet Management, Office of Housing and Community Services, and the Fire and Police departments. The delivery of large capital projects involves a myriad of processes and requires a high level of coordination among residents, homeowners/neighborhood associations, elected

BUSINESS ENVIRONMENT CONT'D

officials, Miami Beach owner agencies and external regulatory bodies. Stakeholders often play a significant role in the definition and design of a project from its inception through construction. The City's Storm Water Management Master Plan now incorporates the raising of streets and sidewalks as well as upgrades to the storm water system from a gravity to a pump-based system. CIP works with all committees and appointed boards, such as Finance and Economic Resiliency, Public Safety and Neighborhood Quality of Life, Land Use and Sustainability, Design Review Board and the Historic Preservation Board in the development and successful implementation of all capital projects.

SIGNIFICANT ACCOMPLISHMENTS

- Completed **North Beach Oceanside Park Beachwalk** The last segment of the Beachwalk which runs from 79 Street to 87 Street, providing connectivity from South Point Park northward along the beach up to 87th Terrace. This beachside amenity is part of the greater Atlantic Greenway Network (AGN), which aims to support the use of alternative modes of transportation along the Eastern Seaboard. The project includes a 25-foot wide, on-grade, Americans with Disabilities Act (ADA)-accessible paver pathway that supports bicycles, pedestrians and other nonmotorized modes of transportation, as well as 585 new trees and palms, beach showers and turtle-friendly lighting.
- Completed Brittany Bay Park Overlook and Living Shoreline & Park Renovation (partial G.O. Bond funding)

Completed the Beachwalk project, which is a part of the Greater Atlantic Greenway Network that aims to support the use of alternative modes of transportation along the Eastern Seaboard.

SIGNIFICANT ACCOMPLISHMENTS CONT'D

Other Completed and/or Substantially Completed projects:

- o Biscayne Beach Additional Parking
- o North Beach Oceanside Park Beachwalk (partial G.O. Bond funding)

• Projects Under Construction include:

- o 23rd Street Streetscape Improvements
- o Venetian Islands Roadway Improvement
- o North Beach Oceanside Park
- o Pride Park Enclosure
- o Flamingo Park Softball Field (GOB)
- o Flamingo Park Historic Lodge
- o Maurice Gibb Park Renovation (partial G.O. Bond funding)
- o Bayshore Park Par 3 (partial G.O. Bond funding)
- o Stillwater Entrance
- o West Avenue Phase II Neighborhood Improvements North of 14 Street

Projects in the design phase include:

- o 41 Street Corridor Improvements
- o Bay Garden Manor Baywalk Link
- o Bayview Terrace Baywalk Link
- o Baywalk 10 to 12 streets Marina
- o Baywalk Pedestrian Bridge (G.O. Bond)
- o Chase Avenue/34 Street Shared Use Path
- o Collins Park Performing Arts Venue
- o Dade Boulevard Shared Use Path
- o Fire Station I (G.O. Bond)
- o Flamingo Park Baseball Field (G.O. Bond)
- o Flamingo Park Phase III (G.O. Bond)
- o Indian Creek Protected Bike Lanes
- o Liberty Avenue Improvements
- o Lincoln Road Improvements
- o Lummus Park
- o Marine Patrol Fire/Police Facility (G.O. Bond)
- o NSPYC Exterior Café and Restrooms
- o North Beach Entrance Signs
- o Ocean Drive Corridor
- o Ocean Terrace Park
- o Pine Tree Drive and 46 Street Circle
- o South Bay Club Baywalk Link (G.O. Bond)
- o Shane Watersport Seawall & Dock Ramp
- o Stillwater Entrance
- o Waterway Restoration Biscayne Point Island (GOB)

SIGNIFICANT ACCOMPLISHMENTS CONT'D

Projects in the planning phase include:

- o 72 Street Community Complex (G.O. Bond)
- o Art Deco Welcome Center (Arts/Culture)
- o Aquatic Sculpture Park (Arts/Culture)
- o Bass Museum of Art (Arts/Culture)
- o Bryon Carlyle Theater (Arts/Culture)
- o Fillmore Miami Beach (Arts/Culture)
- o Flamingo Park Youth Center Facility (G.O. Bond)
- o Log Cabin (G.O. Bond)
- o Miami Beach Bandshell (Arts/Culture)
- o Miami Beach Botanical Garden (Arts/Culture)
- o Miami City Ballet (Arts/Culture)
- o Miami New Drama at Collins Park Garage (Arts/Culture)
- o North Shore Baseball Fields Lighting (G.O. Bond)
- o Ocean Rescue NOBE Facility
- o West Avenue Phase III Neighborhood Improvements

CRITICAL SUCCESS FACTORS

- Implementing capital projects with increased capital costs. The COVID-19 pandemic has continued to disrupt global supply chains, resulting in increased capital project costs and delayed supply of materials. The heightened cost escalation of materials and labor has dramatically impacted all Capital Projects in the City. Given the uncertainty of the global markets' disruption, the City has opted to prioritize funding for critical renewal and replacement projects and key existing capital projects. Other special revenue fund projects will proceed based on need and funding availability (i.e., Parking, Transportation, Convention Center, Water & Sewer, and Storm Water)
- <u>Delivering construction projects within budget while meeting</u> the required level of <u>service</u>
 - CIP continues to look at ways in which processes can be further improved to achieve better efficiency and effectiveness. CIP has implemented a model for constructability reviews that provides a standardized or consistent process for reviewing construction documents for constructability as well as reevaluating control budgets prior to the issuance of Invitations To Bid or Requests For Proposal. Constructability reviews also identify opportunities for alternate construction means and methods that could shorten the projected construction schedule or reduce construction costs.

CRITICAL SUCCESS FACTORS CONT'D

Delivering construction projects within approved schedules
 In order to maximize the utilization of our project management teams, CIP has implemented more sophisticated software and has identified essential metrics for project scheduling, planning and tracking.

A key factor in the successful delivery of a capital project is the identification of opportunities to implement more effective and efficient ways to address impacts to the project's critical path. Issues such as extensive regulatory requirements, permitting delays, added scope during the project implementation phase, contractor performance issues and any other circumstances that impact the successful delivery of the projects.

Addressing expectations of residents and stakeholders
 Another critical component to the department's success is addressing the expectations of the City's residents and other stakeholders by maintaining constant, streamlined, accurate and concise communication.

Communication is key to our success and the City has many tools to increase community awareness. Construction in a dense, urban, coastal barrier island surrounded by a national aquatic preserve poses many challenges to the designers and contractors. Anti-degradation policies for Biscayne Bay, coupled with high levels of naturally occurring ammonia and existing contamination due to human-caused activities and sea level rise issues, increase the difficulty of complex infrastructure projects. Increased efforts to communicate these difficulties have raised awareness in the community and have helped explain how they impact the community during construction. The City's Capital Improvement Program is one of the most ambitious programs in the South Florida area. Communicating the accomplishments as well as the challenges is a means to raise awareness of the constituency. Gaining the support of the constituency is critical, as they are the end users who receive the benefit of the many projects which are being constructed in pursuit of improving residential quality of life. Communicating the work to be performed and the work completed is also a communication strategy that needs to be implemented more effectively so that residents and visitors alike are aware of forthcoming activities and can plan appropriately so that they can mitigate their perceived impacts. Media such as the internet, print and video are utilized to communicate the department's message in collaboration with the City's Communications Department.

FUTURE OUTLOOK

In the next five years, CIP will continue to deliver projects and advance the design and construction of parks, parking garages, baywalk, bike paths, infrastructure, streetscape improvements and City facilities.

With ten projects in construction and 25 additional projects in design, permitting and procurement phases, with a construction value of approximately \$364 million (not including planning projects), construction activity is expected to peak within the next two to three years. In addition, there are 18 projects in the planning phase that include G.O. Bond projects and projects from the new G.O. Bond Arts and Culture program with a budget of over \$221 million.

Other possible issues that continue to affect the program include requests from the community and internal owner departments, resulting in additional scope as projects come online and throughout the development phase. As streamlining of internal reviews continues, CIP will make every effort to reduce review times. It will also strive to expedite and reduce comments that are not relative to the established scope and project budget. These issues continue to be managed by the team to determine appropriate and expedient solutions.



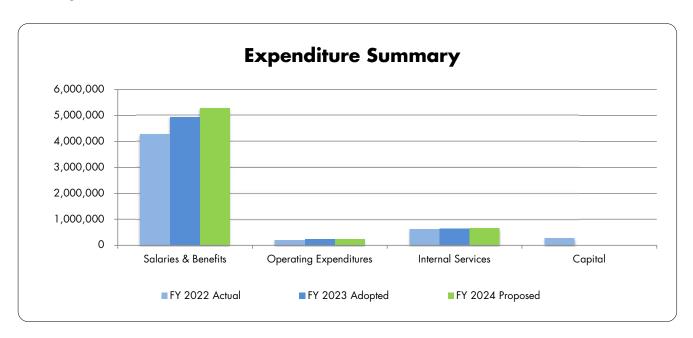


PERFORMANCE PLAN HIGHLIGHTS

PERFORMANCE MEASURES	2020 Actuals	2021 Actuals	2022 Actuals	2023 Target	2024 Target
Main Vision Area: Environment & Infrastructure					
Average # of days to process invoices from contractors and consultants	20	20	26	25	25
% of contractors evaluated	100%	100%	100%	100%	100%
% of consultants evaluated	100%	100%	100%	100%	100%
% of active ROW projects meeting the most current storm water management criteria	100%	100%	100%	100%	100%
% of projects with substantially completed construction and in beneficial use within 120 days of construction schedule	100%	100%	100%	100%	100%
Total change order value as percent of original contracted construction amount (outside of additional scope)	4%	4%	3%	10%	10%
% of CIP projects for which the internal close-out procedure was completed	100%	100%	100%	100%	100%
% of residents rating capital project improvements associated with movement and walking/biking friendly streets/paths as one of the most important project types	*	*	64%	70%	70%
% of residents rating capital projects associated with stormwater and drainage improvements as one of the most important project types	*	*	59%	70%	70%
% of residents rating efforts to manage stormwater drainage and flooding as Fair or Better	*	*	47%	80%	80%
# of capital projects in the design phase	*	*	*	8	8
# of capital projects in the construction phase	*	*	*	4	4
# of capital projects commencing procurement of contractor or award of construction contract	*	*	*	4	4
NEW: # of capital projects where construction has been completed	*	*	*	*	8

^{*}Indicates measure was not tracked and/or conducted during reporting period

DEPARTMENT FINANCIAL SUMMARY - GENERAL FUND										
Revenue Area		FY 2021 Actual		FY 2022 Actual		FY 2023 Adopted		FY 2024 Proposed		
Capital Project Management Fees		4,620,845		4,768,719		5,838,000		5,179,000		
Total	\$	4,620,845	\$	4,768,719	\$	5,838,000	\$	5,179,000		
Expenditure Area										
Salaries & Benefits		4,020,007		4,285,440		4,950,000		5,281,000		
Operating Expenditures		208,042		200,553		233,000		240,000		
Internal Services		585,000		631,000		655,000		658,000		
Capital		0		272,545		0		0		
Total	\$	4,813,049	\$	5,389,538	\$	5,838,000	\$	6,179,000		
Revenues Less Expenditures	\$	(192,204)	\$	(620,818)	\$	0	\$	(1,000,000		
Total Budgeted Positions	34	.08 + 0.00 PT	34	4.08 + 0.00 PT	3	4.08 + 0.00 PT	3	3.51 + 0.00 P1		



BUDGET HIGHLIGHTS

- A significant component of the increase in personnel expenditures for all departments is attributed to increases in employee-related costs that include a three percent cost of living adjustment effective April 2024, excluding the American Federation of State, County, and Municipal Employees (AFSCME) which is effective May 2024, as well as a maximum of three percent merit increase for all employees, except members of the Fraternal Order of Police (FOP) and International Association of Fire Fighters (IAFF) which include a five percent step increase. Merit and step increases apply within existing pay ranges. A ten percent increase in the City's premiums for health insurance for all employees is also included.
- Personnel services expenditures increased by \$331,000, or 6.7%. This is primarily due to increases in salaries and wages resulting from the restructuring of the department that was completed during FY 2023, in addition to applicable merit increases, cost of living adjustments, and increases in the City's premiums for health insurance for all City employees budgeted in FY 2024.

BUDGET HIGHLIGHTS CONT'D

- Operating expenditures increased by \$7,000, or 3.0%, primarily due to increases in contract maintenance resulting from anticipated contractual rate increases in FY 2024.
- Internal services expenditures increased by \$3,000, or 0.5%, due to increases in Property Management, Risk Management, and Central Services usage totaling \$53,000 combined, which were partially offset by decreases in Fleet Management, Information Technology, and OIG funding services totaling \$50,000 combined.



DEPARTMENT MISSION STATEMENT

We are dedicated to providing the highest quality services to our community by developing and implementing climate adaptation and mitigation initiatives and environmental program management to preserve, protect, and enhance our natural resources.

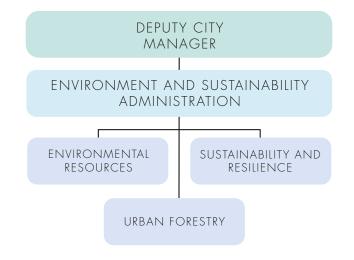
DEPARTMENT DESCRIPTION

The Environment and Sustainability Department is represented by professional and licensed disciplines working in Environmental Resources Management, Sustainability and Resilience, and Urban Forestry.

The Environmental Resources Management Division provides expertise across city departments to ensure all public projects avoid, minimize, and mitigate environmental impacts while enhancing the natural environment and resilience through design. The division serves as the City's in-house environmental consultant and is the liaison between the City and other government agencies for environmental concerns and regulations. Services provided by this division include environmental complaint response, sampling, inspections, natural resource management, environmental permitting assistance, regulatory compliance oversight, plan review, and technical advice along with staff and community trainings.

The Sustainability and Resilience Division works across all City departments to advance climate change mitigation efforts with a focus on reducing greenhouse emissions from government operations and communitywide activities, reducing internal operational costs, and improving operational efficiencies. This team focuses on energy reduction, water conservation, recycling and waste reduction, education, and outreach. The resilience team focuses on climate change adaptation to help the City plan for, and bounce back from, sudden shocks and long-term stresses that are exacerbated by climate change. This team works through planning, policies, programs, and projects, particularly as it relates to flood risk reduction.

The Urban Forestry Division oversees the urban forest by providing regulatory management and strategically planting for the future. This includes citywide reforestation efforts, the citywide Geographical Information System Tree Inventory, and implementing the goals and recommendations established by the Urban Forestry Master Plan (adopted in October 2020). Since the inception of the City's Tree Preservation Ordinance on June 15, 2015, this division issues tree permits, oversees tree mitigation, conducts heritage tree evaluations, conducts tree protection barrier inspections, provides tree risk assessments, and reviews plans for citywide tree selection installations.



FISCAL ENVIRONMENT

The Environment and Sustainability Department is primarily funded from the General Fund. The General Fund charges an administrative fee to Enterprise Fund departments, the Redevelopment Agency (RDA), the North Beach Community Redevelopment Agency, and the Resort Tax Fund to cover the cost of various administrative support functions provided by the General Fund.

The Department is also supported through revenues generated from Sustainable Initiatives Contributions from the franchisee waste haulers. This fund provides financial support to the department by partially funding personnel service costs, as well as environmental and sustainability initiatives and programs. The waste haulers franchisees and the beachfront concessionaires' agreements include provisions to provide environmental grants to non-profit organizations that leverage the work of the Department.

The Sustainability and Resiliency Fund, created in January 2016 by the City Commission, generated \$185,000 in FY 2022. The Fund generates revenues from developments that elect to pay a fee in lieu of providing electric vehicle charging stations and developments that elect to pay a fee in lieu of building to the City's green building standards. As of FY 2022, 72 projects are required to follow the green building ordinance and are being built as LEED Gold, with four selecting to pay the fee instead. By ordinance, the Fund is required to be used for projects that increase the sustainability and resilience of the City. A majority of these funds have been allocated to water quality improvements.

An additional Resiliency Fund was created in 2020 by City Commission, which allocates \$666,666 annually starting FY 2020 for the Private Property Adaptation Program. This program provides matching grant funds for private property flood mitigation projects.

FISCAL ENVIRONMENT CONT'D

The Environmental Resources Division manages the City's interest in Beach Renourishment and the Dune Management Plan. The 4th amendment to the RDA Interlocal Agreement with Miami Dade County included a requirement that the City set aside \$1.5 million (for each of the six years outlined in the agreement) to help fund county-led beach renourishment. The County provided the City \$75,000 to fund a dune enhancement study that will be completed in FY 2023 and \$300,000 match for a \$1 million Resilient Florida grant for dune restoration.

The Department received another Resilient Florida grant for \$454,000 to conduct the City's Vulnerability Assessment and an Adaptation Plan. This project will analyze the risk of all City assets to flooding and sea level rise and will produce a comprehensive plan to address the risks.

The Urban Forestry Division is partially funded from the General Fund and the Tree Preservation Trust Fund, which generates revenues via the City's Tree Preservation Program, including fees associated with tree permit plan review, inspections, code violations, fines, contributions and mitigation. The Tree Preservation Trust Fund covers ancillary and personnel expenses related to the Tree Preservation Program such as reforestation efforts, tree giveaways, reforestation-related materials, and supplies.

BUSINESS ENVIRONMENT

The Environment and Sustainability Department works with other City departments and local and regional partners to integrate a holistic resilience approach to climate change mitigation and adaptation efforts.



STRATEGIC ALIGNMENT

Main Vision Area:

Environment & Infrastructure

Management Objectives:

Environment & Infrastructure

- Work regionally and nationally to protect Biscayne Bay water quality and to maintain a healthy dune and
 - beach system that provides storm protection, recreation, and vital habitat for the public good
- Reduce greenhouse gas emissions and heat by strategically increasing energy efficiency, green space, tree canopy and pedestrian greenways, encouraging walkability and increasing storm water retention
- Reduce risk from storms, high tides, groundwater, and sea level rise adaptation and integrated stormwater program through the best science and technology, including green and blue infrastructure and mobility priorities while minimizing construction disruption, optimizing design aesthetics, and community engagement. Keep the entire program on-time, onbudget, and moving forward with adequate financing.
- Make existing and new government buildings assets, and fleet efficient, sustainable and resilient

Neighborhoods

- Enhance the beautification, physical appearance and cleanliness of neighborhoods especially North Beach, City rights-of-way, town center areas, parks and beaches
- Prioritize historic gems and create opportunities to build resilience into historic places to protect our unique Miami Beach identity

Organization Innovation

- Support all objectives to improve strategic decision making and financial stewardship, making the city more business friendly and user friendly, with an employee culture of problem solving and engagement
- Implement the General Obligation Bond
- Increase intergovernmental cooperation
- Waterway Restoration and Management

Strategic Plan Actions:

- CONTINUE to enhance and manage the dune system
- **CONTINUE** implementing the Park View Action Plan
- CONTINUE implementing the water quality educational campaign
- OVERSEE Waterway Cleaning Contractor
- CONTINUE implementing the Fight the Flood Private Property Adaptation Program
- COMPLETE G.O. Bond Waterway Restoration and Management Project
- CONTINUE implementing the Vulnerability Assessment of City assets

STRATEGIC ALIGNMENT CONT'D

- **CONTINUE** to address the contamination remediation in projects and parks
- **ADVANCE** the Miami Beach Mooring Field
- **RESTORE** Monument Island
- **REDUCE** environmental impacts by working with DERM fats, oils and grease program and Class 1 and 2 permitting
- **COMPLETE** the energy assessment of municipal buildings to identify energy efficiency projects
- **IMPLEMENT** the Urban Forestry Master Plan and G.O. **Bond Tree Planting**
- **INCREASE** compliance with the Building Code by streamlining the process and providing continued training to the public and applicants on the process

Budget Enhancement Actions:

Mid Beach Compost Hub

SIGNIFICANT ACCOMPLISHMENTS

- Began implementation of the City's Fertilizer Restriction Ordinance to help reduce nutrients from entering Biscayne Bay • and established the Biscayne Bay Protection Trust Fund
- Began implementation of the City's Beach and Dune Protection Ordinance to protect the Dune System that is critical for storm • surge protection
- Implemented an inspection program for compliance with the City's Water Quality Ordinance to require the use of sediment • and erosion controls on construction sites and prohibit illicit discharge into the stormwater system and Biscayne Bay. The inspection program has revealed 70% non-compliance of best management practices for sediment and erosion controls; CRITICAL SUCCESS FACTORS the compliance rate has increased since the inception of the program.
- Began implementation of the Citywide Seawall Ordinance to standardize seawall height and encourage upgrading of low • seawalls to reduce high tide back bay flooding
- Planted over 1,900 trees through grant initiatives and G.O. Bond Projects in line with the City's first Urban Forestry Master • Plan to create a resilient tree canopy

Implemented an inspection program at construction sites to prohibit runoff pollution into the stormwater system and Biscayne Bay, requiring correction of the 70% of sites in violation.

SIGNIFICANT ACCOMPLISHMENTS CONT'D

- Designated by the Arbor Day Foundation and the Food and Agricultural Organization of the United Nations (FAO) as a Tree City of the World for the 19th year
- Began implementation of adopted ordinance to phase out gaspowered leaf blowers citywide
- Maintained operation of the North Beach Compost Hub, for which over 400 residents and families are registered users
- Supported the County in launching the PlasticFree305 program, which was modeled after our own successful #PlasticFreeMB program
- Executed 11 Rising Above grants for community organizations to carry out environmental and sustainability projects/programs
- Worked to secure over \$47 million in Resilient Florida grant funds for six City projects to address flood risk from sea level
- Launched the Private Property Adaptation (PPA) Program that provides grant funds for flood mitigation improvements on private property; 46 applications were accepted for its inaugural cohort
- Within the PPA Program, assisted two properties in applying for the FEMA Federal Mitigation Assistance program that would partially or fully fund home elevation
- Created a new Program for Public Information Plan which helped the City recertify for a Class 5 CRS Rating, providing the community with 25% savings on flood insurance
- Supported the Mayor's Office in hosting the first Aspen Climate Conference at the Miami Beach Convention Center, bringing in speakers and visitors from all over the world

- Maintaining adequate expert staff resources to implement complex environmental permitting and capital projects
- Working closely with departments and consultants to integrate green and blue infrastructure and environmental protections within our neighborhood and capital projects
- Improving quality of life through better air, water, environmental resources management and preservation
- Protecting life and property through policies and programs that allow the City and the community to adapt to and mitigate the effects of climate change
- Improving protection to life and property through financial incentives like the PPA program
- Proactively managing the City's environmental regulatory compliance programs
- Increasing the City's natural habitat to enhance ecosystem function and biodiversity
- Maintaining the recreation, environmental and storm protection functions of the beach/dune system

CRITICAL SUCCESS FACTORS CONT'D

- Increasing the quality and quantity of the City's urban tree canopy
- Increasing awareness of the benefits of the City's resilience and sustainability initiatives
- Demonstrating investments for the City's sustainability and resilience improvements that can lead to short-term and longterm benefits and savings for the City and its residents
- Improving the City's operational and environmental sustainability
- Working regionally through the Resilient305 partnership and the Southeast Florida Climate Change Compact to advance shared priorities
- Ability and commitment to share information and standardize data (integration), such as fleet assessment, greenhouse gas emissions, energy assessment and water quality data

FUTURE OUTLOOK

As a dense, urban coastal city with unique and sensitive environmental resources, the department's role is critical to protect the very resources people came to live near and enjoy. As City assets and services evolve, the role of sustainability will continue to be important in guiding City operations.

Public and private development provides opportunities to integrate green infrastructure, reduce the risks of flooding, and address aging infrastructure such as water, sewers, public seawalls, and living shorelines.

At the Federal level, there is an unprecedented push to provide funding mechanisms to tackle the climate crisis. It is a critical time for the City the seek out and pursue these funding opportunities for programs that address a range of environmental, social, and economic challenges posed by climate change. The next years are key to create programs and opportunities to use this funding as it is being made available.



FUTURE OUTLOOK CONT'D

Miami Beach residents have high expectations for sustainability and environmental protection. It will be important to implement adopted plans, policies, ordinances, and projects to create a sustainable and resilient City.

Critical projects in the coming years to note include:

- Working with Miami-Dade County and the U.S Army Corps of Engineers to bring 835,000 cubic yards of sand to the erosional hot spot beaches at 64th Street, 53rd Street, 46th Street and 27th Street
- Advancing a regulated mooring field and G.O. Bond projects that include reforestation and waterway dredging
- Implementing channel markers, aids to navigation, and other markers to increase safety for those accessing our waterways and protect marine life
- Collaborating with the University of Miami Laboratory for Integrative Knowledge (U-Link) to launch an artificial reef pilot program to develop the standards for future artificial reef projects in Miami Beach
- Completing a dune enhancement study and citywide dune enhancement restoration project to increase the resilience of this critical asset
- Implementing hybrid living shorelines with our public seawall projects
- Transitioning our city assets and fleet to be both sustainable and create long-term savings and protections. This includes energy audits, developing EnergyCAP reporting, improving recycling and waste reduction, continuing education, and outreach as well as developing policies that enhance the community.
- Finalizing the Climate Action Plan, which will provide highimpact actions to be prioritized and implemented across City departments
- Conducting the grant-funded Vulnerability Assessment and Adaptation Plan to analyze flood risk posed by climate change and sea level rise, creating a plan, and engaging the community in this process
- Carrying through the first year of the PPA program, conducting all participant assessments, and beginning the implementation of their individual flood mitigation projects
- Creating sustainability guidelines as part of the special event permits to increase the sustainability of events and promote high-scale visibility of the City's sustainability measures
- Construction of the waterway markers in Meloy Channel to improve navigability and provide environmental protection of our waterways will be underway in FY 2023

PERFORMANCE PLAN HIGHLIGHTS

PERFORMANCE MEASURES	2020 Actuals	2021 Actuals	2022 Actuals	2023 Target	2024 Target
Main Vision Area: Environment & Infrastructure					
# of canopy trees planted in Right-Of-Ways (ROWs), parks, and green spaces	759	724	637	750	750
[1]Number of businesses registered in PlasticFreeMB program	123	150	165	175	200
^[2] NEW - Number of proactive inspections	2	*	*	4	*
Number of workshops/trainings provided per year for City employees and the community	32	20	37	20	20

⁽¹⁾ Prior to FY 2024, this measure was "Number of businesses joining PlasticFreeMB"

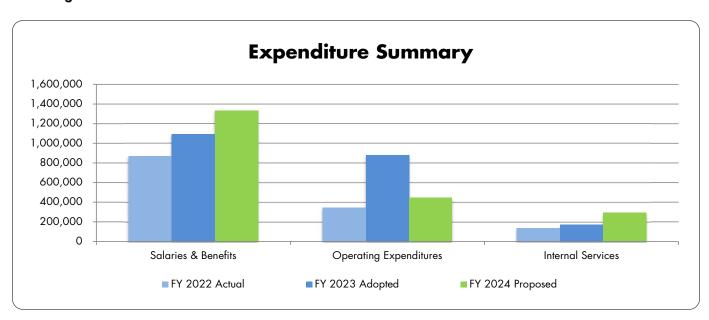
⁽²⁾ Department has requested to replace "Waterway cleanliness - # of quarters where the average assessment score of 2.0 or better" with "Number of proactive inspections"



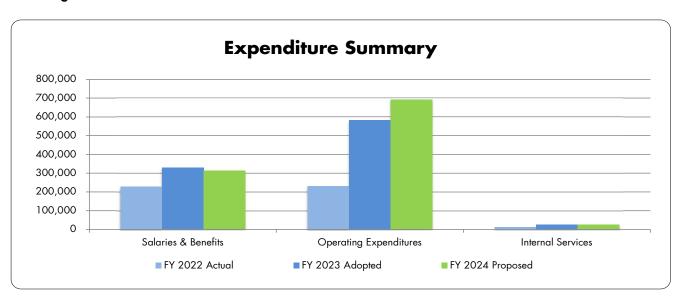


DEPARTMENT FINANCIAL SUMMARY - GENERAL FUND

Expenditure Area	FY 2021 Actual	FY 2022 Actual	FY 2023 Adopted	FY 2024 Proposed
Salaries & Benefits	876,881	870,110	1,092,500	1,334,400
Operating Expenditures	194,457	340,531	877,500	448,600
Internal Services	103,000	138,000	169,000	291,000
Capital	4,727	0	0	0
Total	\$ 1,1 <i>79,</i> 065	\$ 1,348,641	\$ 2,139,000	\$ 2,074,000
General Fund	7.40 + 0.00 PT	7.40 + 0.00 PT	7.90 + 0.00 PT	9.40 + 0.00 PT
Sustainability Fund	2.50 + 0.00 PT	2.50 + 0.00 PT	2.50 + 0.00 PT	2.50 + 0.00 PT
Tree Preservation Fund	0.10 + 0.00 PT	0.10 + 0.00 PT	0.10 + 0.00 PT	0.10 + 0.00 PT
Other Funds - Building	1.00 + 0.00 PT	1.00 + 0.00 PT	1.00 + 0.00 PT	1.00 + 0.00 PT
Other Funds - Stormwater	1.00 + 0.00 PT	1.00 + 0.00 PT	1.00 + 0.00 PT	1.00 + 0.00 PT
Total Budgeted Positions	12.00 + 0.00 PT	12.50 + 0.00 PT	12.50 + 0.00 PT	14.00 + 0.00 PT



DEPARTMENT FINANCIAL SUMMARY -	SU	STAINABILITY			
Revenue Area		FY 2021 Actual	FY 2022 Actual	FY 2023 Adopted	FY 2024 Proposed
Contributions - Sustn. Initiatives (Waste Haulers)		467,721	597,410	498,000	509,000
Fund Balance/Retained Earnings		0	0	437,000	520,000
Total	\$	467,721	\$ 597,410	\$ 935,000	\$ 1,029,000
Expenditure Area		201 525	207.427	222.000	212.000
Salaries & Benefits Operating Expenditures		201,535 236,213	227,437 229,707	328,000 582,000	313,000 691,000
Internal Services		9,014	12,000	25,000	25,000
Capital		4,727	0	0	0
Total	\$	451,489	\$ 469,144	\$ 935,000	\$ 1,029,000
Revenues Less Expenditures	\$	16,233	\$ 128,266	\$ 0	\$ 0
Total Budgeted Positions		2.50 + 0.00 PT	2.50 + 0.00 PT	2.50 + 0.00 PT	2.50 + 0.00 P1



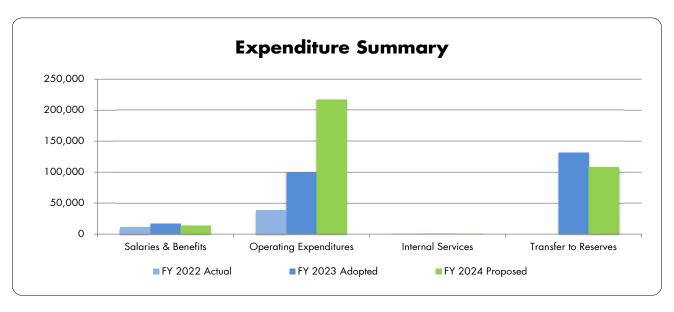




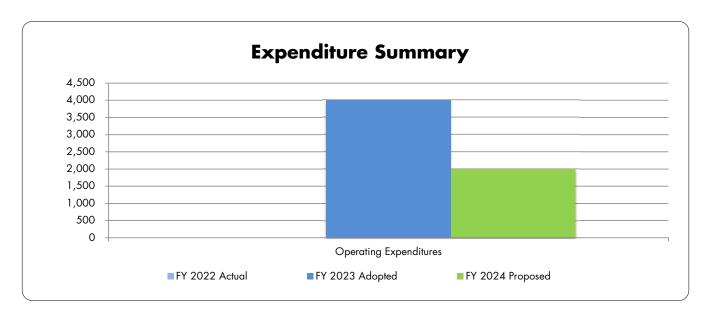
Revenue Area	FY 2021 Actual	FY 2022 Actual	FY 2023 Adopted	FY 2024 Proposed
Permits (Tree Permits)	35,018	59,274	34,000	43,000
Fees-Other (Inspections)	93,918	152,41 <i>7</i>	83,000	122,000
Other Local Ordinances (Violations)	16,000	9,000	0	25,000
Contrib. & Donations Private Sources	148,060	209,144	133,000	151,000
Total	\$ 292,996	\$ 429,834	\$ 250,000	\$ 341,000

Expenditure Area				
Salaries & Benefits	10,673	11,589	17,000	14,000
Operating Expenditures	53,464	39,1 <i>74</i>	100,500	217,400
Internal Services	0	1,000	1,000	1,000
Capital	4,727	0	0	0
Transfer to Reserves	0	0	131,500	108,600
Total	\$ 68,864	\$ 51,763	\$ 250,000	\$ 341,000
Revenues Less Expenditures	\$ 224,132	\$ 378,070	\$ 0	\$ 0

Total Budgeted Positions	0.10 + 0.00 PT			
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DEPARTMENT FINANCIAL SUMMARY - COMMEMORATIVE TREE TRUST								
Revenue Area		FY 2021 Actual		FY 2022 Actual		FY 2023 Adopted		FY 2024 Proposed
Contributions & Donations		0		515		3,000		1,000
Fund Balance/Retained Earnings		0		0		1,000		1,000
Total	\$	0	\$	515	\$	4,000	\$	2,000
Expenditure Area								
Operating Expenditures		426		0		4,000		2,000
Total	\$	426	\$	0	\$	4,000	\$	2,000
Revenues Less Expenditures	\$	(426)	\$	515	\$	0	\$	0
Total Budgeted Positions	0	.00 + 0.00 PT		0.00 + 0.00 PT		0.00 + 0.00 PT		0.00 + 0.00 P







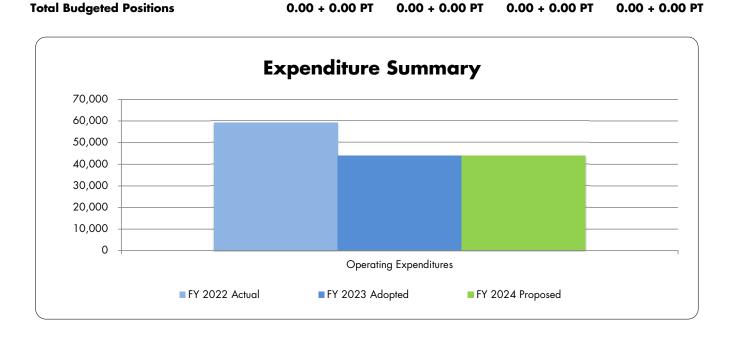
DEPARTMENT FINANCIAL SUMMARY - BEACHFRONT CONCESSION INITIATIVES FY 2021 FY 2022 FY 2023 FY 2024 Actual Actual Revenue Area Adopted **Proposed** 43,730 44,000 Contribution & Donations Private 67,759 44,000 Total 67,759 \$ 43,730 \$ 44,000 44,000 **Expenditure Area** Operating Expenditures 0 59,250 44,000 44,000 44,000 44,000 Total 59,250 \$ **Revenues Less Expenditures** 67,759 \$ (15,520)\$ 0

0.00 + 0.00 PT

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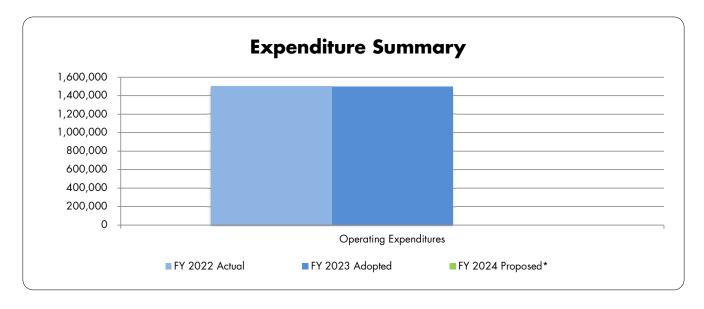
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DEPARTMENT FINANCIAL SUMM	ARY - B	EACH RENOU	RIS	MENT FUND		
Revenue Area		FY 2021 Actual		FY 2022 Actual	FY 2023 Adopted	FY 2024 Proposed*
City Center RDA Contribution		1,500,000		1,500,000	1,500,000	0
Total	\$	1,500,000	\$	1,500,000	\$ 1,500,000	\$ 0
Expenditure Area						
Operating Expenditures		1,500,000		1,504,879	1,500,000	0
Total	\$	1,500,000	\$	1,504,879	\$ 1,500,000	\$ 0
Revenues Less Expenditures	\$	0	\$	(4,879)	\$ 0	\$ 0
Total Budgeted Positions	(0.00 + 0.00 PT		0.00 + 0.00 PT	0.00 + 0.00 PT	0.00 + 0.00 PT

^{*} Effective FY 2024, the City Center RDA contribution to the Beach Renourishment Fund no longer applicable pursuant to the 4th Amendment to the City Center RDA Interlocal Agreement.



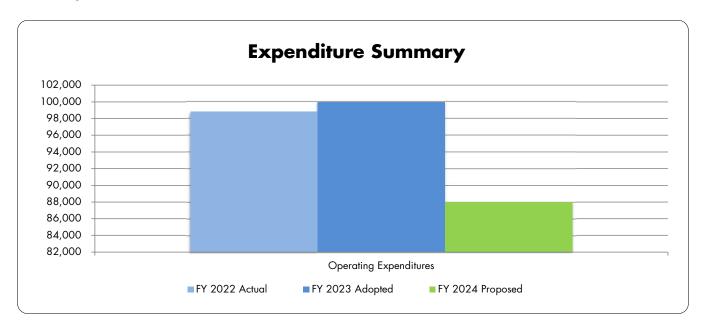


DEPARTMENT FINANCIAL SUMMARY - SUSTAINABILITY AND RESILIENCY FUND

	_					
Revenue Area	ı	FY 2021 Actual	ı	Y 2022 Actual	FY 2023 Adopted	FY 2024 Proposed
Dune Protection Violation		0		1,000	0	1,000
Sustainability Fee		68,430		184,309	0	0
Sale of voluntary tax credits		125,098		0	0	0
Fund Balance/Retained Earnings		0		0	100,000	87,000
Total	\$	193,527	\$	185,309	\$ 100,000	\$ 88,000

0	98,800		100,000		88,000
\$ 0	\$ 98,800	\$	100,000	\$	88,000
\$ 193,527	\$ 86,509	\$	0	\$	0
\$ \$,	\$ 0 \$ 98,800	\$ 0 \$ 98,800 \$	\$ 0 \$ 98,800 \$ 100,000	\$ 0 \$ 98,800 \$ 100,000 \$

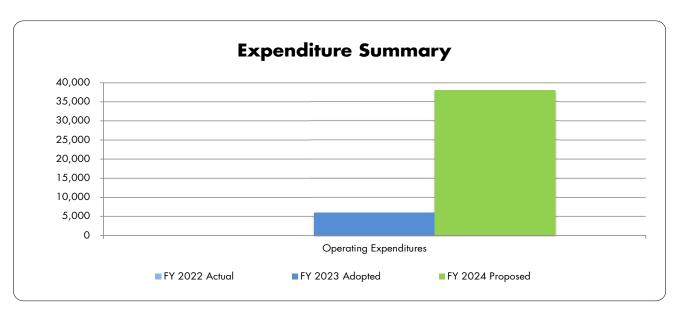
Total Budgeted Positions 0.00 + 0.00 PT 0.00 + 0.00 PT 0.00 + 0.00 PT 0.00 + 0.00 PT





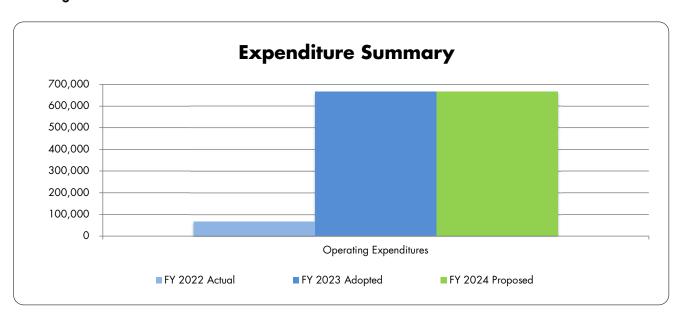
	FY 2021	FY 2022	FY 2023	FY 2024
Revenue Area	Actual	Actual	Adopted	Proposed
Environmental Review Fee	0	14,112	0	14,000
Water Quality Violation	0	18,250	0	18,000
Fund Balance/Retained Earnings	0	0	6,000	6,000
Total	\$ 0	\$ 32,362	\$ 6,000	\$ 38,000
Expenditure Area				
Operating Expenditures	0	0	6,000	38,000
Total	\$ 0	\$ 0	\$ 6,000	\$ 38,000
Revenues Less Expenditures	\$ 0	\$ 32,362	\$ 0	\$ (

*On January 13, 2021, the Mayor and City Commission adopted Ordinance 2021-4392 creating the City of Miami Beach Biscayne Bay Protection Trust Fund for the purpose of accepting and disbursing the funds generated by penalties imposed under Section 46-229 of the City Code.





DEPARTMENT FINANCIAL SUMA	MARY - RESILI	ENCY FUN	ID			
Revenue Area		2021 ctual		FY 2022 Actual	FY 2023 Adopted	FY 2024 Proposed
Fund Balance/Retained Earnings		0		0	666,000	666,000
Total	\$	0	\$	0	\$ 666,000	\$ 666,000
Expenditure Area						
Operating Expenditures		0		67,107	666,000	666,000
Total	\$	0	\$	67,107	\$ 666,000	\$ 666,000
Revenues Less Expenditures	\$	0	\$	(67,107)	\$ 0	\$ 0
Total Budgeted Positions	0.00	+ 0.00 PT		0.00 + 0.00 PT	0.00 + 0.00 PT	0.00 + 0.00 PT



BUDGET HIGHLIGHTS

A significant component of the increase in personnel expenditures **Beachfront Concession Initiatives** for all departments is attributed to increases in employee-related costs that include a three percent cost of living adjustment effective April 2024, excluding the American Federation of State, County, and Municipal Employees (AFSCME) which is effective May 2024, as well as a maximum of three percent merit increase for **Beach Renourishment** all employees, except members of the Fraternal Order of Police (FOP) and International Association of Fire Fighters (IAFF) which • include a five percent step increase. Merit and step increases apply within existing pay ranges. A ten percent increase in the City's premiums for health insurance for all employees is also included.

General Fund

- Personnel services expenditures increased by \$241,900. This is attributed to increases in salaries and wages resulting from applicable merit increases and cost of living adjustments budgeted in FY 2024, as well as the reallocation of personnel costs for the remaining 50% of the City's Chief Resiliency Officer Biscayne Bay Protection Trust Fund and 100% of the Resilience Coordinator position transferred from the City Manager's Office budget to the Environment and • Sustainability Department commencing FY 2024.
- Operating expenditures decreased by \$428,900 primarily due to the elimination of a \$500,000 one-time enhancement that was budgeted in FY 2023 for Park View water quality improvements.
- Internal service expenditures increased by \$122,000. This is due to increases totaling \$144,000 combined in Central Services, Property, Fleet, Risk Management, and OIG Funding, which is offset by a decrease in Information Technology Services of \$22,000.

Sustainability

The Sustainability Fund budget increased by \$94,000, or 10.1%. This is primarily due to a \$125,000 increase attributed to the Mid Beach Compost Hub enhancement further detailed below, which is partially offset by decreases in miscellaneous operating expenditures based on anticipated department needs in FY 2024.

Commemorative Tree Trust

The Commemorative Tree Trust Fund budget decreased by \$2,000 based on projected funding available to be utilized for the professional installation of commemorative trees.

Tree Preservation

The Tree Preservation Fund budget increased by \$91,000. This is primarily due to an increase in professional services to complete one-third of the City's tree inventory and for tree inventory software updates.

BUDGET HIGHLIGHTS CONT'D

The Beachfront Concession Initiatives budget remains unchanged from the adopted FY 2023 budget of \$44,000.

The Beach Renourishment Fund budget decreased by \$1,500,000 since FY 2023 was the last year (year 6 of 6) of the City's annual \$1.5 million contribution for beach renourishment based on the 4th Amendment to the City Center RDA interlocal agreement.

Sustainability and Resiliency

The Sustainability and Resiliency Fund budget decreased by \$12,000 based on projected funding available to be utilized to incorporate nature-based infrastructure.

The Biscayne Bay Fund budget increased by \$32,000 based on projected funding available to be utilized for water conservation, nonpoint pollution prevention activities, and water quality improvements.

Resiliency Fund

On November 18, 2020, the Mayor and City Commission adopted Resolution No. 2020-31504, as amended by Resolution 2023-32614, creating a new "Miami Beach Resiliency Fund," consisting of all uncommitted amounts received and all future payments received by the City pursuant to section V.A of the amended and restated interlocal cooperation agreement between the City and Miami-Dade County, dated January 20, 2015 and approving the appropriation of \$666,666 annually from the Miami Beach Resiliency Fund through FY 2025 for a private property flooding and sea level rise resilience program.

FY 2024 Enhancements

Sustainability

The FY 2024 budget includes a \$125,000 recurring enhancement in the Sustainability Fund for the Mid Beach Compost Hub. This is for establishing a community-based composting site in Mid Beach. There are two existing compost sites in South Beach and North Beach and this will provide access to the Mid Beach community.



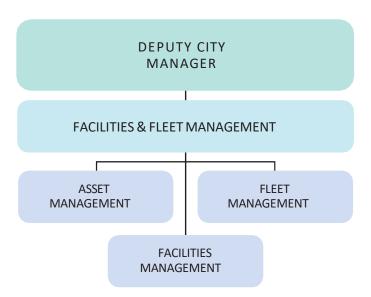
FACILITIES & FLEET MANAGEMENT

DEPARTMENT MISSION STATEMENT

We are committed to setting above-par standards and providing responsive and effective management of the City's facilities, real property, and fleet vehicles. Our goal is to set the benchmark in providing safe, clean, functional, and sustainable assets.

DEPARTMENT DESCRIPTION

The Facilities & Fleet Management Department is responsible for three divisions: Asset Management, Facilities Management, and Fleet Management. The Department provides comprehensive management and maintenance of City-owned assets including facilities, real property, and fleet vehicles. Industry standards, policies, streamlining of processes, and data-driven decisions lead the way to support these City services. The Department is comprised of professional, skilled, and non-skilled labor.



The Facilities Management Division is responsible for the day-to-day operations and maintenance of the City's assets, including 102 municipal buildings, the Lincoln Road District, 39 bridges, 15 monuments, 23 fountains, 4 Special Taxing Districts (Normandy Shores, Biscayne Point, Allison Island, and Biscayne Beach), the holiday lighting program, over 6 miles of pedestrian areas along the beaches and beachwalk, and 38 lifeguard stands. The Division collaborates with other departments and divisions such as Parks and Recreation, Public Works, and Greenspace Management, to deliver quality services.

The operations structure mirrored is in line with the Facilities Zone Management model. Facility Zone Managers serve as a single point of contact for the assets in their assigned geographic area to maximize safe, efficient, and cost-effective operations. Their role encompasses multiple disciplines to ensure the functionality and safety of the built environment.

DEPARTMENT DESCRIPTION CONT'D

The geographic distribution is as follows:

- Zone 01 (City Center): City Center/ Lincoln Road and cultural sites
- Zone 02 (Community Center): Recreation, Parks, and community facilities
- Zone 03 (Public Safety): Fire stations, Police main headquarters, and substations
- Zone 04 (Parking): Parking garages and City lots
- Zone 05 (Beach): Government cut to 87th Terrace (Beach and Beachwalk)
- Zone O6 (Auxiliary Services): Four Special Taxing Districts, holiday lighting implementation, and other services

Facilit	y Type and	Square Foot	age
Facility Type	Assets	Total Sq.Ft.	% of Total Sq.Ft.
Assembly: Cultural	10	1,776,337	37
Mixed-Use	4	141,175	3
Muniicpal Government	1	111,388	2
Mixed-Use Parking	6	1,013,860	21
Parking Garages	6	1,246,650	26
Operations	7	81,479	2
Public Safety (Police and Fire)	11	159,027	3
Parks & Recreation Facilities	40	229,973	5
Public Restrooms	17	13,772	<1
TOTAL	102	4,773,661	100

The **Facilities Management Division** also manages deferred and preventive maintenance needs as identified in the City's Facilities Condition Assessment (FCA) within budgeted resources. For the upcoming fiscal year, the FCA indicates a need of \$40,574,013 in deferred maintenance. The FCA uses a Facility Condition Index (FCI) which is an industry-standard indicator that measures the relative condition of a facility by considering the costs of deferred maintenance and repairs as well as the replacement value of the asset. FCI is calculated as deferred maintenance plus current year replacement value.

FCI allows condition benchmarking between facilities of equal size and composition, both within and among institutions. The FCI is an indicator of the building's overall condition and is categorized as follows:

- 0.00 to 0.10 = Excellent
- 0.11 to 0.20 = Good
- 0.21 to 0.30 = Fair
- Greater than 0.30 = Poor

FACILITIES & FLEET MANAGEMENT

DEPARTMENT DESCRIPTION CONT'D

In order to mitigate deferred maintenance and improve the City's overall FCI, the Facilities Management Division is tasked with a myriad of design and construction projects budgeted through the City's Capital Budget, which may include renovations, interior remodels, and systems upgrades.

The **Asset Management Division** is responsible for managing a portfolio comprised of over 387 parcels with designations such as commercial, government, mixed-use, and residential totaling approximately 30 million square feet. This Division is tasked with initiatives to develop standards in line with economic development, CPI adjustments to reflect current market value, potential real estate transactions, optimizing space, and maximize the value of real estate inventory. The Division also manages and oversees over 160 concessions and lease agreements.

City Of Miami Beach Real Estate Portfolio

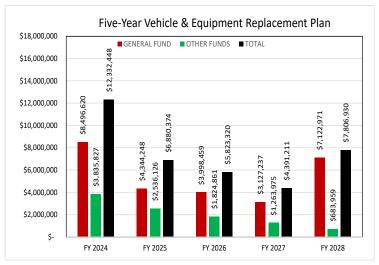
Land Use	# of	Total	% of Total
Designation	Parcels	Sq. Ft.	Sq. Ft.
City, Municipal, Town Owned	56	15,967,889	53
Commercial	5	185,126	<1
County Owned	1	25,639	<1
Government	293	7,176,636	24
Miscellaneous	4	158,224	<1
Office Building	6	143,619	<1
Parcels with Improvements	6	5,887,670	20
Parking Lots	4	121,816	<1
Residential	2	13,535	<1
Retail	9	363,680	1
Mixed Used	1	61,816	<1
TOTAL	387	30,105,650	100

The **Fleet Management Division** manages the City's diverse fleet of approximately 1,336 vehicles with a replacement value of approximately \$70 million. This total includes nearly (880) sedans, SUVs, light trucks, and vans, with the balance comprised of a variety of heavy-duty trucks and specialty equipment, such as construction equipment, street sweepers, vacuum trucks, light towers, generators, all-terrain vehicles, watercraft, trailers, and pressure washers. Fleet also maintains over 100 vehicles for the Village of Key Biscayne and North Bay Village.

The Fleet Management Division is responsible for annual purchasing and replacement of fleet vehicles and equipment based on lifecycle and asset valuation. Daily operations constitute repairs, preventive maintenance, emergency callouts for towing services (24 hours/7 days a week), inspection programs for vehicles and equipment, parts inventory, and purchasing of fuel.

DEPARTMENT DESCRIPTION CONT'D

Day-to-day services and repairs are performed mostly by in-house mechanics. Extensive and more complex repairs that require specific technical expertise are outsourced.



	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028
GENERAL FUND	\$ 8,496,620	\$ 4,344,248	\$ 3,998,459	\$ 3,127,237	\$ 7,122,971
OTHER FUNDS	\$ 3,835,827	\$ 2,536,126	\$ 1,824,861	\$ 1,263,975	\$ 683,959
TOTAL	\$ 12,332,448	\$ 6,880,374	\$ 5,823,320	\$4,391,211	\$ 7,806,930

FISCAL ENVIRONMENT

The Facilities & Fleet Management Department is supported by multiple funding sources with the primary source being Internal Service Funds. Essentially, the department receives funds through a chargeback methodology to the various departments for which services are performed. These services include maintenance, repairs, and replacements of assets owned by the City outside of the annual capital replacements in line with the asset's lifecycle. The City's Capital Budget funds projects to maintain facilities and the annual replacement of vehicles/equipment from various funding sources.

Services provided to the City Center Redevelopment Agency (RDA) are funded by tax increment revenues received from the City and the County within the boundaries of the City Center Redevelopment Area. This includes the shops at the Anchor Garage and the Penn Garage.

The Department is also funded by Special Revenue Funds from the four (4) Special Taxing Districts. Special Revenue Funds are used to account for revenues and expenditures that are legally restricted or committed for specific purposes other than debt or capital projects.

The General Fund supports operations of beach services such as maintenance and repairs to lifeguard towers and the beachwalk. The Asset Management Division generates revenues from leases, contracts, and concession agreements with its operating expenditures funded from the General Fund.

STRATEGIC ALIGNMENT

Main Vision Area:

Environment & Infrastructure

Management Objectives:

Prosperity

- Develop the Convention Center campus including the hotel, parks, The Fillmore, and working with partners to program conventions and shows
- Revitalize targeted areas and increase investment through master plans and business vibrancy efforts as well as core services like safety and code enforcement. Better leverage our assets and parking lots. Areas include North Beach, Ocean Drive, 41st Street, Lincoln Road and Washington Avenue

Environment & Infrastructure

 Make existing and new government buildings, assets and fleet efficient, sustainable, and resilient

Neighborhoods

- Prevent and solve crime for residents and visitors through the use of (but not limited to) communications, community policing, technology, cameras, park rangers, professional and ethical policing and code enforcement
- Increase compliance with City code by creating more incentives for compliance vs. penalties, especially North Beach. Implement controls to prevent issues of unpermitted work or work exceeding permits on City projects.

• Organizational Innovation

 Support all objectives to improve strategic decision making and financial stewardship, making the city more business friendly and user friendly, with an employee culture of problem solving and engagement

STRATEGIC ALIGNMENT CONT'D

Strategic Plan Actions:

- **COMPLETE** Lincoln Road renovation within 3 to 3.5 years
- MAKE substantial progress on North Beach Town Center/ Byron Carlyle/Ocean Terrace
- DEVELOP a renovation and finance plan for The Fillmore theater
- CONTINUE to improve the enhanced use of technology and crime data by the Police Department
- COMPLETE construction of the Real Time Crime Center as soon as feasible
- RECERTIFY City-owned buildings, through cooperative efforts of Building and Facilities and Fleet Management Departments
- COMPLETE the energy assessment of municipal buildings to identify energy efficiency projects.
- TRANSITION fleet to 50% hybrid, plug-in hybrid, and electric vehicles by 2025

Budget Enhancement Actions:

- O Cinema Digital Cinema Package Equipment Purchase and Installation
- Monument Island Lighting Project
- Additional Market Studies
- Holiday Lighting Maintenance
- Enzo Gallo Mural Storage
- Full-Time Arts and Culture Bond Office Associate IV Position

BUSINESS ENVIRONMENT

The City of Miami Beach is transforming in line with the City's Strategic Plan. The plan has four dimensions, which directly correlate with services provided by the Facilities and Fleet Management Department: a prosperous city, a safe city, a smart city and a resilient coastal city.

The key drivers for the Department include industry standards, life-cycle strategies, programmed renewal and replacement, service level expectations from City staff and the community as well as maintenance across our portfolio. The culmination of this data provides the foundation for a priority system to tackle the level of deferred maintenance for facilities and the vehicle replacement gap for the City's fleet.

From 2019 to 2021, the Facilities Management Division completed 14 "Quick Win" General Obligation Bond projects reducing the deferred maintenance gap by \$8,146,000.

SIGNIFICANT ACCOMPLISHMENTS

- Arts and Culture Government Obligation Bond (\$159M) approved by voter referendum
- Completed 75 capital renewal and replacement (CRR) projects (44 CRR + 31 <\$25K)
- Upgraded the Fleet Fuel Database to a robust cloud-based system
- Implemented a data integration application to effectively manage Key Performance Indicators and enhance the work order process
- Implemented an online auction application to support the surplus of vehicles and equipment. Realized auction proceeds of \$1.3M in less than one year.
- Recognized as the 44th Greenest Fleet in North America
- In the process of completing a fleet utilization study to identify under-utilized fleet assets
- In process of completing a Fleet Sharing study and create a work plan to operate an effective vehicle sharing program
- Upgraded all lighting at the Fleet Management Facility with LED fixtures and installed motion sensors to reduce power usage
- Streamlined automotive parts operations and identified savings while improving efficiency
- Replaced the fuel dispensers from an antiquated mechanical system to an upgraded LED system
- Taste Bakery Café –New lease on triple net while still providing City Employee Benefits
- Open Vision One, LLC new restaurant (Cave 305) to open in 2024
- Lime Tree Café, LLC new restaurant to open in 2024



CRITICAL SUCCESS FACTORS

- Continue developing a customer-focused organizational structure. Identify and procure services from providers to deliver high-quality and responsive service for:
 - Mechanical, electrical, plumbing, and systems services
 - Preventive maintenance programs
 - Emergency preparedness and logistical support
 - Fleet management and fueling services
 - Renewal and replacement of fleet vehicles and equipment based on lifecycle
- 2. Implement internal controls and oversight on purchases, expenditures, and leased asset revenues
 - Improve internal controls and oversight on expenditure and contract compliance
 - Improve budgeting practices and implement best practices and forecasting
 - Improve internal controls and oversight on purchases and implement a managed inventory program
 - Promote a proactive culture
 - Reduce deferred maintenance
 - Implement preventative maintenance/lifecycle of programs
 - Implement performance metrics and move towards datadriven decision making
 - Implement standards through a phased, but systematic review of equipment, hardware, finishes, furniture, and processes
 - Implement the use of technology for greater efficiency
- 3. Implement strategies for portfolio planning through business and workplace intelligence
 - Flexible office leasing allowing for flex space expansion
 - Engagement between asset manager and occupants
 - Informed decisions based on surveys, schedules of condition, construction & development monitoring, planned maintenance, defect analysis and alterations required
 - Collective data platform to visualize trends, overlays and deliver predictive insights governed by data

FUTURE OUTLOOK

- Perform a vehicle/equipment lifecycle analysis as well as the 5-year vehicle replacement criteria
- Increase the Automotive Service Excellence (ASE) Certifications held by fleet mechanics.
- Improve vehicle intake process
- Explore feasibility of installing roof mounted solar panels at Terminal Isle
- Achieve Well Health Safety Certification for the City's portfolio
 of properties based on the 6 Core Areas of Cleaning and
 Sanitation, Emergency Preparedness, Health Resources, Air and
 Water, Stakeholder Engagement and Innovation Features

FUTURE OUTLOOK CONT'D

- Continue to address requirements within City buildings that are due for renewal/replacement to minimize buildings' Facility Condition Index (FCI)
- Standardization of facilities through design guidelines (including, but not limited to, light fixtures, plumbing fixtures, paint colors, etc.)
- Implement new Asset Management software



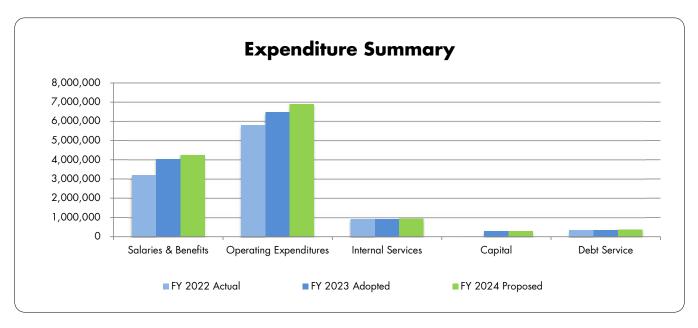
PERFORMANCE PLAN HIGHLIGHTS

PERFORMANCE MEASURES	2020 Actuals	2021 Actuals	2022 Actuals	2023 Target	2024 Target
Main Vision Area: Environment & Infrastructure					
% of residents/visitors/occupants rating the appearance and maintenance of the City's public buildings as excellent or good**	*	*	79%	85%	80%
% of Facility Condition Index rating scoring below 0.15 (good and excellent)	33%	20%	18%	30%	25%
% of Work Orders completed within 7 days of issuance	71%	74%	65%	77%	77%
% of budgeted projects completed each fiscal year	46%	76%	61%	70%	65%
% reduction of deferred maintenance, and deferred maintenance backlog	8%	4%	20%	7%	10%
YTD Fleet Availability - Police Pursuit Vehicles, Monthly	96.9%	93.5%	94.4%	94.0%	94.0%
YTD Fleet Availability - Sedans & Light Trucks, Monthly	96.9%	95.5%	93.7%	95.0%	95.0%
YTD Employee Training Hours, Annually	6.00	16.00	24.00	24.00	24.00

^{*}Indicates measure was not tracked and/or conducted during reporting period

^{**}Per 2022 Miami Beach Resident Survey

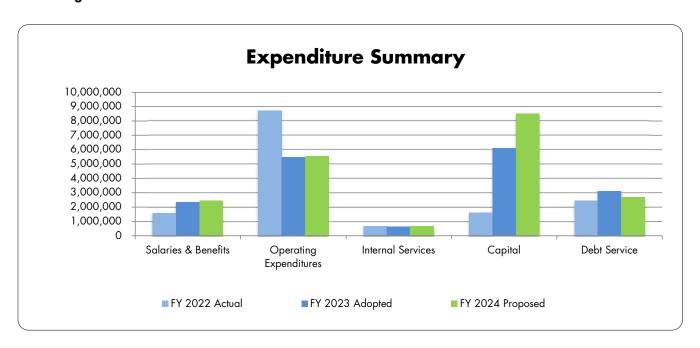
DEPARTMENT FINANCIAL SUMMARY -	INT	ERNAL SERVICE	F	UND (FACILITIES	M	ANAGEMENT)		
Revenue Area		FY 2021 Actual		FY 2022 Actual		FY 2023 Adopted		FY 2024 Proposed
Property Management Revenue		10,002,000		10,192,000		11,690,000		12,284,000
Alterations/New Work		39,616		51,122		25,000		37,000
Miscellaneous Revenues		338,190		23,015		0		0
Charges for Svcs Special Taxing Districts		81,300		51,600		51,000		48,000
Interest Allocated-Pooled Cash		33,196		36,167		21,000		111,000
Fund Balance/Retained Earnings		0		0		285,000		289,000
Total	\$	10,494,302	\$	10,353,904	\$	12,072,000	\$	12,769,000
Expenditure Area		4.072.511		2 105 017		4.025.000		4 245 000
Salaries & Benefits		4,073,511		3,195,017		4,025,000		4,265,000
Operating Expenditures		5,923,237		5,800,264		6,473,000		6,902,000
Internal Services		702,000		916,000		928,000		940,000
Capital		292,364		2,333		285,000		289,000
Debt Service		273,000		349,000		361,000		373,000
Total	\$	11,264,112	\$	10,262,613	\$	12,072,000	\$	12,769,000
Revenues Less Expenditures	\$	(769,810)	\$	91,291	\$	0	\$	0
Internal Service Fund (Facilities Management)		32.32 + 0.00 PT		32.32 + 0.00 PT		32.32 + 0.00 PT		3.33 + 0.00 PT
General Fund		8.00 + 0.00 PT		9.00 + 0.00 PT		10.00 + 0.00 PT		0.00 + 0.00 PT
RDA Fund		4.75 + 0.00 PT		4.75 + 0.00 PT		4.75 + 0.00 PT		4.75 + 0.00 PT
Total Budgeted Positions	4	5.07 + 0.00 PT		46.07 + 0.00 PT		47.07 + 0.00 PT	48	8.08 + 0.00 PT



DEPARTMENT FINANCIAL SUMMARY - INTERNAL SERVICE FUND (FLEET MANAGEMENT)									
Revenue Area		FY 2021 Actual		FY 2022 Actual		FY 2023 Adopted		FY 2024 Proposed	
Inter-Departmental Charges		12,577,000		15,983,246		16,767,000		18,983,000	
Interest/Other		674,705		726,446		994,000		969,000	
Total	\$	13,251,705	\$	16,709,692	\$	17,761,000	\$	19,952,000	
Expenditure Area Salaries & Benefits		2,240,270		1,587,193		2,353,000		2,466,000	
Operating Expenditures		7,279,724		8,753,828		5,492,000		5,550,000	
Internal Services		572,293		686,000		658,000		695,000	
Capital		15,384		1,628,262		6,115,000		8,532,000	
Debt Service		2,178,819		2,449,056		3,143,000		2,709,000	
Total	\$	12,286,489	\$	15,104,339	\$	17,761,000	\$	19,952,000	
Revenues Less Expenditures	\$	965,215	\$	1,605,353	\$	0	\$	0	

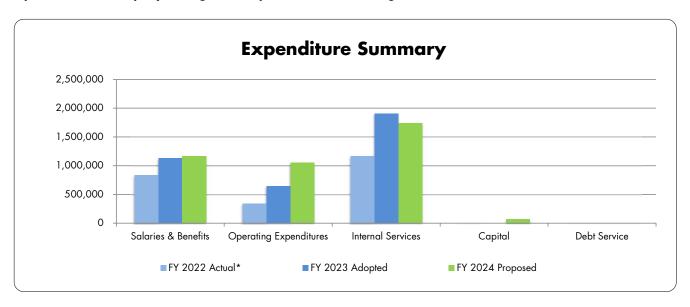
Total Budgeted Positions

19.00 + 0.00 PT 20.00 + 0.00 PT 20.00 + 0.00 PT 20.00 + 0.00 PT

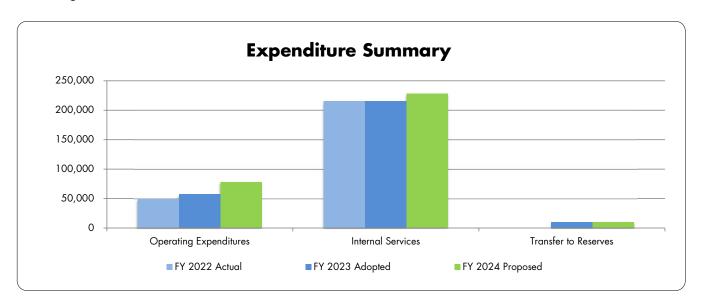


DEPARTMENT FINANCIAL SUMMAR	Y - G	ENERAL FUND			
Revenue Area		FY 2021 Actual	FY 2022 Actual*	FY 2023 Adopted	FY 2024 Proposed
Miami Beach Marina		2,121,817	2,480,405	2,238,000	2,537,000
Live Nation Distribution - TOPA		0	407,196	0	0
Common Area Maintenance (CAM)		88,485	116,1 <i>77</i>	35,000	41,000
Food Truck Program		172,500	172,500	270,000	180,000
Lease Agreements & Rents		2,108,140	2,301,608	2,886,000	3,080,000
Concession Agreements		1,829,365	2,700,149	2,422,000	2,343,000
Markets & User Fees		40,711	58,772	65,000	65,000
Total	\$	6,361,019	\$ 8,236,809	\$ 7,916,000	\$ 8,246,000
Expenditure Area					
Salaries & Benefits		780,924	840,323	1,133,000	1,163,000
Operating Expenditures		366,674	347,430	648,000	1,056,000
Internal Services		797,000	1,165,000	1,910,000	1,741,000
Capital		0	7,874	0	75,000
Debt Service		0	6,000	7,000	7,000
Total	\$	1,944,598	\$ 2,366,628	\$ 3,698,000	\$ 4,042,000
Total Budgeted Positions		8.00 + 0.00 PT	9.00 + 0.00 PT	10.00 + 0.00 PT	10.00 + 0.00 PT

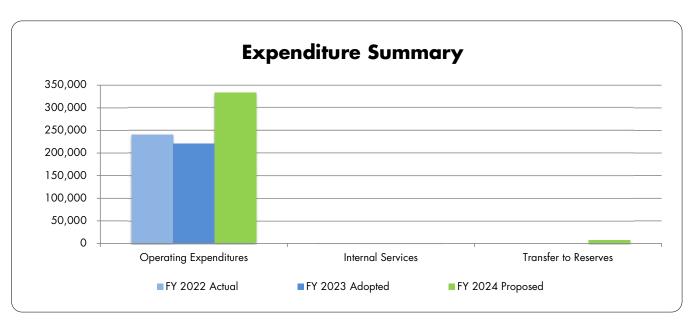
*Effective FY 2022, the operations of the Byron Carlyle Theatre transferred from the Economic Development Department to the Property Management Department's Asset Management Division.



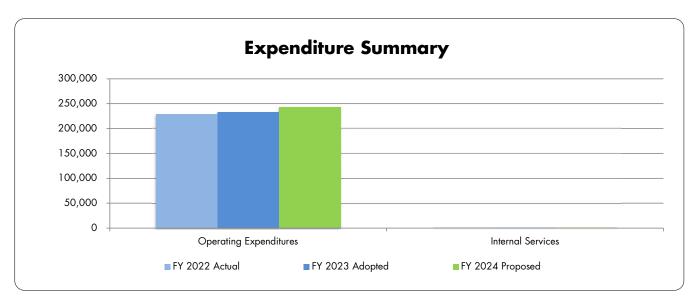
NORMANDY SHORES SPECIAL REV	ENU	E FUND			
Revenue Area		FY 2021 Actual	FY 2022 Actual	FY 2023 Adopted	FY 2024 Proposed
Restitutions		1,677	3,740	0	0
Ad Valorem Property Taxes		111,000	252,000	282,000	316,000
Interest Earnings		80	0	0	0
Total	\$	112,757	\$ 255,740	\$ 282,000	\$ 316,000
Expenditure Area					
Operating Expenditures		73,744	48,763	57,000	78,000
Internal Services		210,000	215,000	215,000	228,000
Transfer to Reserves		0	0	10,000	10,000
Total	\$	283,744	\$ 263,763	\$ 282,000	\$ 316,000
Revenues Less Expenditures	\$	(170,987)	\$ (8,023)	\$ 0	\$ 0
Total Budgeted Positions		0.00 + 0.00 PT	0.00 + 0.00 PT	0.00 + 0.00 PT	0.00 + 0.00 PT



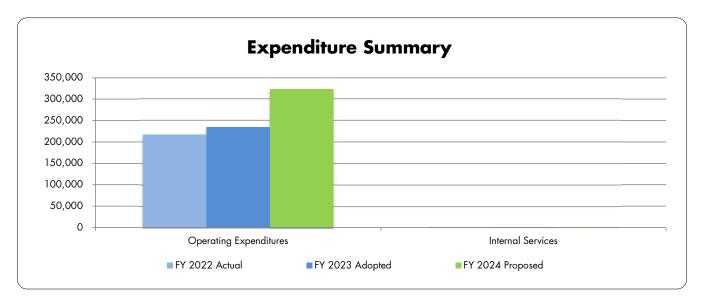
BISCAYNE POINT - SPECIAL REVENUE	FU	ND						
Revenue Area		FY 2021 Actual		FY 2022 Actual		FY 2023 Adopted		FY 2024 Proposed
Non-Ad Valorem Assessments		213,699		218,468		222,000		341,000
Interest Earnings		23		182		0		0
Miscellaneous		15		0		0		0
Total	\$	213,736	\$	218,650	\$	222,000	\$	341,000
Expenditure Area								
Operating Expenditures		218,186		240,804		221,000		333,000
Internal Services		0		1,000		1,000		1,000
Transfer to Reserves		0		0		0		7,000
Total	\$	218,186	\$	241,804	\$	222,000	\$	341,000
Revenues Less Expenditures	\$	(4,450)	\$	(23,154)	\$	0	\$	0
Total Budgeted Positions	0	.00 + 0.00 PT	(0.00 + 0.00 PT	(0.00 + 0.00 PT	(0.00 + 0.00 PT



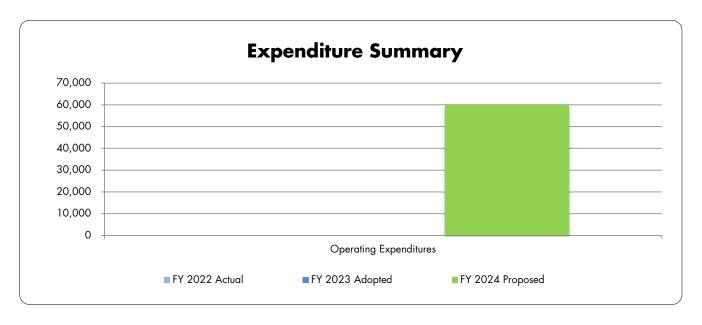
BISCAYNE BEACH - SPECIAL REVEN	IUE FU	IND			
Revenue Area		FY 2021 Actual	FY 2022 Actual	FY 2023 Adopted	FY 2024 Proposed
Non-Ad Valorem Assessments		217,253	214,359	232,000	244,000
Miscellaneous		102,364	315	0	0
Interest		0	31	0	0
Retained Earnings/Fund Balance		0	0	2,000	0
Total	\$	319,617	\$ 214,706	\$ 234,000	\$ 244,000
Expenditure Area					
Operating Expenditures		235,668	228,622	233,000	243,000
Internal Services		0	1,000	1,000	1,000
Total	\$	235,668	\$ 229,622	\$ 234,000	\$ 244,000
Revenues Less Expenditures	\$	83,949	\$ (14,916)	\$ 0	\$ 0
Total Budgeted Positions		0.00 + 0.00 PT	0.00 + 0.00 PT	0.00 + 0.00 PT	0.00 + 0.00 PT



ALLISON ISLAND - SPECIAL REVENU	IE FU	ND			
Revenue Area		FY 2021 Actual	FY 2022 Actual	FY 2023 Adopted	FY 2024 Proposed
Non-Ad Valorem Assessments		216,055	211,561	216,000	324,000
Miscellaneous		38,577	120	0	0
Interest		0	18	0	0
Retained Earnings/Fund Balance		0	0	20,000	0
Total	\$	254,632	\$ 211,699	\$ 236,000	\$ 324,000
Expenditure Area					
Operating Expenditures		213,424	217,686	235,000	323,000
Internal Services		0	1,000	1,000	1,000
Total	\$	213,424	\$ 218,686	\$ 236,000	\$ 324,000
Revenues Less Expenditures	\$	41,208	\$ (6,987)	\$ 0	\$ 0
Total Budgeted Positions		0.00 + 0.00 PT	0.00 + 0.00 PT	0.00 + 0.00 PT	0.00 + 0.00 PT



Revenue Area	FY 2021 Actual		FY 2022 Actual	FY 2023 Adopted		FY 2024 Proposed
MCB - Capital Sub-Account	<i>7</i> 5,102		54,894	0		30,000
MCB - Maintenance Sub-Account	63,654		42,404	0		30,000
Total	\$ 138,756	\$	97,298	\$ 0	\$	60,000
Expenditure Area						
Operating Expenditures	0		0	0		60,000
Total	\$ 0	\$	0	\$ 0	\$	60,000
Revenues Less Expenditures	\$ 138,756	Ś	97,298	\$ 0	¢	



BUDGET HIGHLIGHTS

A significant component of the increase in personnel expenditures for all departments comprise increases in employee-related costs including a three percent cost of living adjustment effective April 2024, as well as a maximum of three percent merit increase for all employees, except members of the Fraternal Order of Police (FOP) and International Association of Fire Fighters (IAFF) which include a five percent step increase. Merit and step increases apply within existing pay ranges. A ten percent increase in the City's premiums for health insurance for all employees is also included.

Facilities Management

- Personnel services expenditures increased by \$240,000, or 6.0%. This is due to increases in salaries and wages for applicable merits, cost of living adjustments, and increases in the City's premiums for health and life insurance for all City employees budgeted in FY 2024, as well as a full-time Office Associate IV position for the Arts and Culture Bond further detailed below.
- Operating expenditures increased by \$429,000, or 6.6%. This is primarily due to increases in services and maintenance for janitorial, roofing, fire prevention, generators, electrical, etc. totaling \$243,000, as well as a \$116,000 increase for holiday lighting maintenance and living wage enhancements further detailed below. Other increases include \$210,000 for additional iguana remediation approved by the City Commission mid-year in FY 2023 and increased training needs. These increase were, however, partially offset by a decrease in the budgeted set aside for funded renewal and replacement of \$142,000 for FY 2024.
- Debt service expenditures increased by \$12,000, or 3.3%, based on the allocation of the FY 2024 Ameresco debt service obligations.
- Internal services expenditures increased by \$12,000, or 1.3%, primarily due to an increase in Risk Management services of \$28,000, which is partially offset by decreases in Fleet Management, Central Services, Information Technology services, and OIG funding totaling \$16,000 combined.
- Capital expenditures increased by \$4,000, or 1.4%, based on vehicles, machinery, and equipment scheduled for replacement in FY 2024.

Fleet Management

Personnel services expenditures increased by \$113,000, or 4.8%, primarily due to increases in salaries and wages resulting from applicable merit increases and cost of living adjustments budgeted in FY 2024, as well as increases in the City's premiums for health insurance budgeted in FY 2024 for all employees.

BUDGET HIGHLIGHTS CONT'D

- Operating expenditures increased by \$58,000, or 1.1%, primarily due to increases in various operating expenditures for the ongoing maintenance of the City's fleet of vehicles, machinery, and euipment.
- Debt service expenditures decreased by \$434,000, or 13.8%, based on the debt service for outstanding debt associated with General Fund vehicles, machinery, and equipment that have been replaced in previous years using debt financing.
- Internal service expenditures increased by \$37,000, or 5.6%, due to increases in Central Services, Property, Risk Management, and OIG funding services totaling \$39,000 combined, which were partially offset by a decrease in Information Technology services of \$2,000.
- Capital expenditures increased by \$2,417,000 due to a contribution from the General Fund in the amount of \$8,497,000 for General Fund vehicles, machinery, and equipment that are scheduled for replacement in FY 2024 using cash instead of financing. This contribution was, however, largely offset by a decrease of \$5,848,000 in the contribution from the City Center Redevelopment Agency (RDA) due to the expiration of the 4th Amendment to the Interlocal Agreement with Miami-Dade County in FY 2023 and a \$232,000 decrease in vehicles, machinery, and equipment scheduled for replacement in FY 2024 for Fleet Management.

Facilities Management General Fund

- Personnel services expenditures increased \$30,000, or 2.6%, primarily due to increases in salaries and wages resulting from applicable merit increases and cost of living adjustments budgeted in FY 2024, as well as increases in the City's premiums for health insurance budgeted in FY 2024 for all employees.
- Operating expenditures increased by \$408,000. This is primarily due to several enhancements that are further detailed below totaling \$252,000. Other increases based on anticipated department needs in FY 2024 include increases in temporary labor, professional services, contracted services, and property taxes for the Colony Theatre totaling \$156,000 combined.
- Internal services expenditures decreased by \$169,000, primarily due to a decrease in Property Management services of \$212,000, which was partially offset by increases in Fleet Management, Risk Management, and Information Technology services, as well as OIG funding totaling \$43,000 combined.
- Capital expenditures increased by \$75,000 due to the enhancement for O Cinema further detailed below.

BUDGET HIGHLIGHTS CONT'D

Normandy Shores

 The Normandy Shores budget increased by \$34,000, or 12.1%, primarily due to an increase in projected gate repairs, as well as guardhouse and gate renovations and upgrades requested by the District.

Biscayne Point

 The Biscayne Point budget increased by \$119,000, primarily due to an increase for additional security services requested by the District.

Biscayne Beach

 The Biscayne Beach budget increased by \$10,000, primarily due to an increase in the projected cost for existing security services requested by the District.

Allison Island

 The Allison Island budget increased by \$88,000, primarily due to an increase in the projected cost for security services requested by the District.

Miami Beach City Ballet

 The Miami Beach City Ballet budget increased by \$60,000 per the department's anticipated needs in FY 2024 for maintenance and repairs associated with this facility occupied by the Miami City Ballet.

FY 2024 Enhancements

Facilities Management

- The FY 2024 budget includes a \$65,000 recurring enhancement for holiday lighting maintenance. This enhancement will provide the additional funding needed to service and maintain one existing and two new holiday lighting displays along popular pedestrian thoroughfares.
- The FY 2024 budget includes a \$63,000 recurring enhancement for a full-time Arts and Culture Bond Office Associate IV position. This position will support the Facilities Management Division's operations including, but not limited to, tracking project expenditures, permitting assistance, processing payments, the G.O. Bond Arts & Culture's clerical work and reporting, among other administrative tasks needed by the Department.

BUDGET HIGHLIGHTS CONT'D

 The FY 2024 budget includes a \$51,000 recurring enhancement to increase the total minimum living wage rate from the current rate of \$15.61 per hour, including health benefits, to \$16.08 per hour, including health benefits, effective January 1, 2024.

Fleet Management

 The FY 2024 budget includes a \$2,000 recurring enhancement to increase the total minimum living wage rate from the current rate of \$15.61 per hour, including health benefits, to \$16.08 per hour, including health benefits, effective January 1, 2024.

Facilities Management General Fund

- The FY 2024 budget includes a \$75,000 one-time enhancement for O Cinema Digital Cinema Package Equipment Purchase and Installation. O Cinema currently lacks the necessary Digital Cinema Package (DCP) equipment required to showcase films from larger distributors. This limitation has restricted their ability to screen a wide range of films. To address this challenge, O Cinema has approached the City with a funding request to install DCP equipment. Through this funding request, O Cinema would have access to and use of this equipment during the term of their lease agreement.
- The FY 2024 budget includes a \$150,000 one-time enhancement for the Monument Island Lighting Project. This enhancement is for the City's contribution as a dollar for dollar grant match to the Miami Design Preservation League (MDPL) for a lighting project proposed on Monument Island, which will include projection mapping and illumination of the Monument Island obelisk, to celebrate the upcoming Art Deco Centennial in 2025
- The FY 2024 budget includes a \$40,000 recurring enhancement for the additional market studies. This enhancement will allow the City to perform more market studies and to pay for brokerage fees for properties that may become vacant and will need to be marketed and leased. Additionally, it will allow for more on demand assessments such as feasibility studies for City properties.
- The FY 2024 budget includes a \$2,000 recurring enhancement to increase the total minimum living wage rate from the current rate of \$15.61 per hour, including health benefits, to \$16.08 per hour, including health benefits, effective January 1, 2024.
- The FY 2024 budget includes a \$60,000 recurring enhancement for the Enzo Gallo Mural Storage. This enhancement will provide the additional funding needed to store the Enzo Gallo murals until they have been reinstalled.

DEPARTMENT MISSION STATEMENT

We are dedicated to providing clean, safe, and affordable parking options, which support mobility and reduce traffic congestion, with an unwavering commitment to customer satisfaction.

DEPARTMENT DESCRIPTION

The department is the single largest provider of parking in the City, serving residents, businesses, and visitors. In addition, the department has a public safety duty to ensure that parking regulations are enforced through its parking enforcement unit.

The department is comprised of three divisions: Administration, On-Street, and Off-Street, and manages/operates 64 surface parking lots, 12 garages, and 20 residential parking permit zones. There are a total of 9,432 metered spaces, both on- and off-street, as well as 7,404 garage spaces.

Under the On-Street division, the department has other functions including sign/facility maintenance, parking meter maintenance, and customer service. The department also manages the City's towing permits. Various services, predominantly in the Off-Street division are provided by contracted labor, including cashiers/attendants and supervisors, security, janitorial, and landscaping.

Initiatives and technology enhancements include pay-by-license plate multi-space pay stations for on-street and surface parking lots; pay-on-foot stations at garages; a bike-sharing program with Citibike; electric vehicle charging stations and Tesla fast charging stations; a License Plate Recognition (LPR) system; mobile phone payment service; an in-house virtual permit program; an online request system for administrative review of parking citations; point of sale (POS) handheld devices and citywide deployment of freight, commercial, and passenger loading zone programs.



FISCAL ENVIRONMENT

The City of Miami Beach Parking Department is an Enterprise Fund. As such, it subsists solely on revenues generated by the department. Major revenue streams come from parking meters, parking garages, permits, and parking citations. Major expenditures are personnel costs, including contract labor and equipment. From a financial perspective, our bonding covenants require the department to maintain a debt service ratio of 1.35:1 or better. Despite the economy's fluctuation, the department maintains its S&P Global Rating of A+ with a positive outlook.

STRATEGIC ALIGNMENT

Main Vision Area:

Mobility

Management Objectives:

Prosperity

 Revitalize targeted areas and increase investment through master plans and business vibrancy efforts as well as core services like safety and code enforcement. Better leverage our assets and parking lots. Areas include North Beach, Ocean Drive, 41st Street, Lincoln Road and Washington Avenue.

Neighborhoods

 Prevent and solve crime for residents and visitors through the use of (but not limited to) communications, community policing, technology, cameras, park rangers, professional and ethical policing and code enforcement

Mobility

 Address traffic congestion through solutions such as Intelligent Transportation System (ITS); targeting loading, ride share, and any other mobility disruption

• Organizational Innovation

- Support all objectives to improve strategic decision making and financial stewardship, making the city more business friendly and user friendly, with an employee culture of problem solving and engagement
- Ensure strong fiscal stewardship by making sure expenditure trends are sustainable over the near and long-term, using pay-as-you-go, innovative funding (such as grants and financing), integrating resilience and sustainability (into the capital budget process), and innovative risk management. Focus on long-term viability of parking, sanitation, pensions and health plans.



STRATEGIC ALIGNMENT CONT'D

Strategic Plan Actions:

- COMPLETE Ocean Drive renovation, activation, and programing
- MAKE substantial progress on North Beach Town Center/ Byron Carlyle/Ocean Terrace
- COMPLETE security camera project with the installation of cameras in all public parking garages
- INCREASE compliance with the Building Code by streamlining the process and providing continued training to the public and applicants on the process
- IMPLEMENT the Transportation Master Plan

Budget Enhancement Actions:

 Conversion of Part-Time Parking Enforcement Positions (5) to Full-Time Positions (5)

BUSINESS ENVIRONMENT

The department serves a wide variety of customers, ranging from visitors, businesses (office, entertainment, restaurant, retail, etc.) as well as employees of those businesses. In addition, we serve residents and city employees. To some extent, we also coordinate valet parking operations on the right-of-way. The department recognizes that security, cleanliness, and excellent hospitality play a major role in creating a first-class customer experience. We aim to deliver excellence while maximizing efficiency.

The department's purpose is to provide the highest level of parking services for our community. The department has experienced a healthy recovery to pre-pandemic levels. Parking availability improves quality of life, work, and play in the City. Furthermore, it is a contributor to economic development and stimulates growth.

SIGNIFICANT ACCOMPLISHMENTS

- Increased revenue to pre-pandemic levels
- Executed new towing permits with a flat rate structure
- Established disabled permit program in residential zones
- Developed a virtual house of worship permit
- Initiated valet staging program on Ocean Drive
- Developed a dashboard with live parking data
- Awarded new City valet contract



CRITICAL SUCCESS FACTORS

- Transportation/traffic congestion
- Tourism trends
- Interdepartmental cooperation and communication

FUTURE OUTLOOK

The department is well on its way to recovery from the impacts of the COVID-19 pandemic. From the 90% revenue loss experienced at the beginning of the pandemic, we have seen an increase in revenue and expect to continue at pre-pandemic revenue levels.

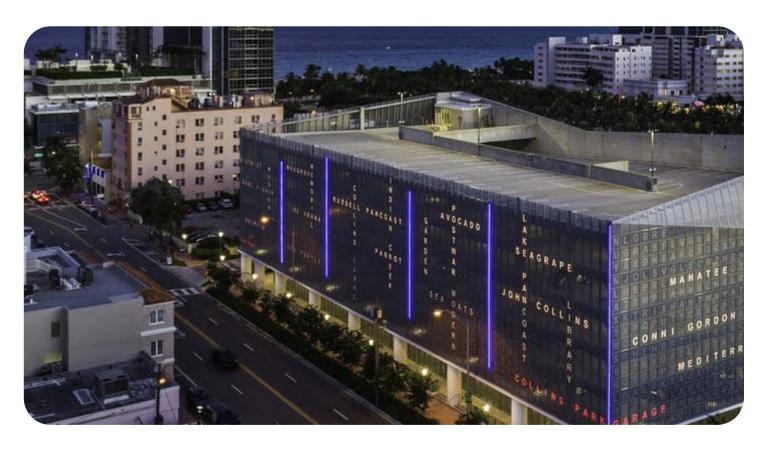
The Parking Department is gradually increasing its level of service. In addition, the revenue increase has allowed the department to carefully increase spending to maintain high standards.

PERFORMANCE PLAN HIGHLIGHTS

PERFORMANCE MEASURES	2020 Actuals	2021 Actuals	2022 Actuals	2023 Target	2024 Target
Main Vision Area: Mobility					
% of public area cleanliness assessments for parking facilities scoring 2.0 or better ⁽¹⁾	*	*	N/A	90%	90%
Total Number of Garage Entries	2,463,405	2,722,798	2,61 <i>7</i> ,286	*	2,700,000
NEW- Total Number of Space Rentals	2,868	1,943	2,857	*	3,000
Bike Share - # of trips	935,263	1,624,751	1,760,354	1,650,000	1,750,000
# of citations issued for illegal loading activities on major thoroughfares	5,764	5,330	5,800	15,000	10,000
# of license plates scanned anually	*	471,000	680,000	900,000	900,000

^{*} Indicates measure was not tracked and/or conducted during reporting period

 $^{^{\{1\}}}$ Based on Public Area Cleanliness Index with 1 being extremely clean and 6 being extremely dirty



DEPARTMENT FINAL	NCIAL SUMMARY - E	NTERPRISE FUND
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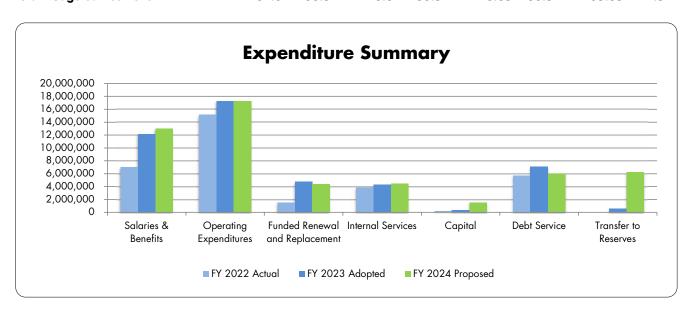
Revenue Area	FY 2021 Actual	FY 2022 Actual	FY 2023 Adopted	FY 2024 Proposed
Meters	23,439,596	28,661,660	27,837,000	28,981,000
Parking Citations	2,606,914	3,636,789	3,163,000	4,295,000
Residential Permits	899,31 <i>7</i>	964,400	1,005,000	1,026,000
Garages	6,674,958	8,659,085	9,453,000	9,399,000
Meter Space Rental	904,157	1,505,270	1,486,000	2,515,000
Valet	610,549	1,157,720	1,172,000	1,609,000
Towing Fees	333,915	358,705	416,000	385,000
Deco Bike	622,18 <i>7</i>	687,061	686,000	715,000
Interest Earnings	434,998	1,064,348	248,000	1,434,000
Other	938,264	687,769	769,000	1,088,000
Retained Earnings - Capital	0	0	382,000	1,546,000
Total	\$ 37,464,856	\$ 47,382,806	\$ 46,617,000	\$ 52,993,000
Expenditure Area				

Salaries & Benefits	9,198,694	7,024,816	12,139,200	13,004,000
Operating Expenditures	10,051,666	15,1 <i>7</i> 4,221	17,276,800	17,267,000
Funded Renewal and Replacement	4,341,403	1,526,142	4,777,000	4,405,000
Internal Services	3,973,000	3,874,000	4,343,000	4,481,000
Capital	19,501	178,443	382,000	1,546,000
Debt Service	3,355,736	5,754,672	7,141,000	6,048,000
Transfer to Reserves	0	0	558,000	6,242,000
Total	30,940,000	33,532,294	46,617,000	52,993,000

Revenues Less Expenditures \$ 6,524,856 \$ 13,850,513 \$ 0 \$ 0

Total Budgeted Positions

87.04 + 38.5 PT 98.34 + 30.5 PT 98.35 + 30.5 PT 105.35 + 22.5 PT



	FY 2021	FY 2022	FY 2023	FY 2024
Expenditure Area	Actual	Actual	Adopted	Proposed
Salaries & Benefits	1,388,040	1,331,749	1,927,200	2,133,000
Operating Expenditures	2,245,297	2,568,403	3,011,200	2,627,000
Funded Renewal and Replacement	1,754,516	1,526,142	1,930,000	1,679,000
Internal Services	611,000	455,000	760,000	808,000
Contribution to 5th & Alton Garage	0	0	261,000	284,000
Debt Service	3,325,736	5,716,672	7,101,000	6,007,000
Transfer to Reserves	0	0	558,000	6,242,000
Total	9,324,589	11,597,966	15,548,400	19,780,000
Total Budgeted Positions	13.04 + 0.00 PT	15.54 + 0.00 PT	15.55 + 0.00 PT	15.55 + 0.00 PT

PARKING ON-STREET - ENTERPRISE FUND											
	FY 2021	FY 2022	FY 2023	FY 2024							
Expenditure Area	Actual	Actual	Adopted	Proposed							
Salaries & Benefits	4,811,945	3,872,285	7,138,000	7,613,000							
Operating Expenditures	2,009,064	3,135,352	3,308,000	3,760,000							
Internal Services	1,817,000	1,383,000	1,578,000	1,620,000							
Capital	6,980	112,438	358,000	1,452,000							
Debt Service	1,000	2,000	2,000	2,000							
Renewal & Replacement	922,853	861,446	1,016,000	948,000							
Total	\$ 9,568,841	\$ 9,366,521	\$ 13,400,000	\$ 15,395,000							

Total Budgeted Positions 48.50 + 37.00 PT 57.50 + 29.00 PT 57.50 + 29.00 PT 64.50 + 21.00 PT

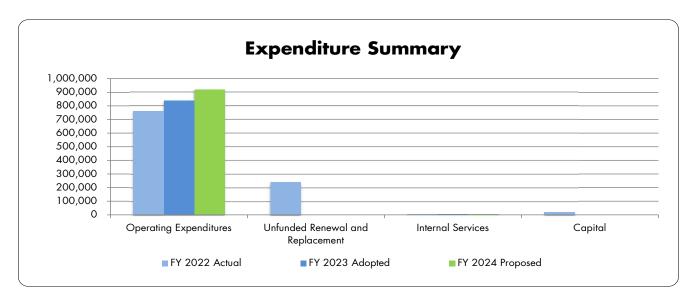
PARKING OFF-STREET - ENTERPRISE FUND											
		FY 2021		FY 2022		FY 2023		FY 2024			
Expenditure Area		Actual		Actual		Adopted		Proposed			
Salaries & Benefits		1,917,549		1,093,505		1,913,000		1,983,000			
Operating Expenditures		5,780,831		6,967,91 <i>7</i>		10,669,500		10,570,000			
Internal Services		1,367,000		1,896,000		1,829,000		1,888,000			
Capital		12,521		66,005		24,000		94,000			
Debt Service		29,000		36,000		38,000		39,000			
Renewal & Replacement		1,664,034		1,615,872		1,831,000		1,778,000			
Total	\$	10,770,935	\$	11,675,300	\$	16,304,500	\$	16,352,000			

Total Budgeted Positions 15.75 + 1.50 PT 15.55 + 1.50 PT 15.55 + 1.50 PT 15.55 + 1.50 PT

PARKING FINANCE CUSTOMER SERVICE	ENTERPRISE F	UN	D		
Europaditura Augus	FY 2021 Actual		FY 2022 Actual	FY 2023 Adopted	FY 2024 Proposed
Expenditure Area Salaries & Benefits	1,081,160		727,277	1,161,000	1,275,000
Operating Expenditures	16,475		25,230	27,100	26,000
Internal Services	178,000		140,000	1 <i>7</i> 6,000	165,000
Total \$	1,275,635	\$	892,507	\$ 1,364,100	\$ 1,466,000
Total Budgeted Positions	9.75 + 0.00 PT		9.75 + 0.00 PT	9.75 + 0.00 PT	9.75 + 0.00 PT

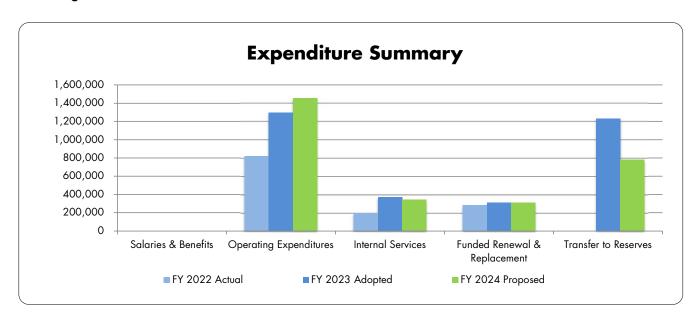
		AL REVENUE FUND

Revenue Area		FY 2021 Actual	FY 2022 Actual	FY 2023 Adopted	FY 2024 Proposed
Charges for Services		202,220	293,131	398,000	448,000
Tenant Contribution		179,000	183,475	180,000	192,000
Interest Earnings		15	12	0	0
Miscellaneous/Other		1,01 <i>7</i>	994	5,000	2,000
Transfer in from Parking Enterprise Fund		0	0	261,000	284,000
Total	\$	382,251	\$ 477,612	\$ 844,000	\$ 926,000
Expenditure Area					
Operating Expenditures		740,003	761,595	840,000	921,000
Unfunded Renewal and Replacement		240,066	241,899	0	0
Internal Services		0	4,000	4,000	5,000
Capital		0	21,993	0	0
Total		980,070	1,029,487	844,000	926,000
Revenues Less Expenditures	\$	(597,818)	\$ (551,875)	\$ 0	\$ 0
Total Budgeted Positions	C).00 + 0.00 PT	0.00 + 0.00 PT	0.00 + 0.00 PT	0.00 + 0.00 PT





	FY 2021	FY 2022	FY 2023	FY 2024
Revenue Area	Actual	Actual	Adopted	Proposed
Charges for Services	2,848,924	3,064,053	3,167,000	2,654,000
Interest Earnings	53,077	72,603	42,000	236,000
Miscellaneous/Other	215	1,039	1,000	1,000
Total	\$ 2,902,216	\$ 3,137,695	\$ 3,210,000	\$ 2,891,000
Expenditure Area				
Salaries & Benefits	560	0	0	0
Operating Expenditures	632,287	819,064	1,297,000	1,457,000
Internal Services	173,000	194,000	370,000	344,000
Funded Renewal & Replacement	281,525	281,525	310,000	310,000
Transfer to Reserves	0	0	1,233,000	780,000
Total	\$ 1,087,372	\$ 1,294,589	\$ 3,210,000	\$ 2,891,000
Revenues Less Expenditures	\$ 1,814,843	\$ 1,843,106	\$ 0	\$ 0





BUDGET HIGHLIGHTS

• A significant component of the increase in personnel expenditures for all departments is attributed to increases in employee-related costs that include a three percent cost of living adjustment effective April 2024, excluding the American Federation of State, County, and Municipal Employees (AFSCME) which is effective May 2024, as well as a maximum of three percent merit increase for all employees, except members of the Fraternal Order of Police (FOP) and International Association of Fire Fighters (IAFF) which include a five percent step increase. Merit and step increases apply within existing pay ranges. A ten percent increase in the City's premiums for health insurance for all employees is also included.

Parking Enterprise Fund

- Personnel services expenditures increased by \$864,800 or 7.1%. This is primarily due to an increase in salares and wages and health and life insurance resulting from applicable merit increases and cost of living adjustments budgeted in FY 2024, an increase in the City's premiums for health and life insurance for all employees budgeted in FY 2024, and the enhancement further detailed below for the conversion of five existing part-time Parking Enforcement positions to full-time.
- Operating expenditures decreased by \$381,800, or 1.7%, primarily due to a decrease of \$372,000 in the budgeted set-aside for funded renewal and replacement of parking capital assets based on existing assets, as well as a decrease in other miscellaneous operating expenditures totaling \$9,800 based on anticipated department needs in FY 2024.
- Debt service expenditures decreased by \$1,093,000 based on projected annual debt service costs related to the Parking Department's outstanding bonds.
- Internal services expenditures increased by \$138,000 due to increases in Central Services, Property Management, Risk Management, Information Technology, and OIG funding services totaling \$240,000, which were partially offset by a decrease in Fleet Management services of \$102,000.
- Capital expenditures increased by \$1,164,000 based on vehicles, machinery, and equipment scheduled for replacement in FY 2024 per Fleet Management.
- Transfer to reserves increased by \$5,684,000 based on projected revenues in excess of expenditures for FY 2024.

BUDGET HIGHLIGHTS CONT'D

5th & Alton Garage Special Revenue Fund

 The 5th & Alton Garage Fund budget increased by \$82,000, or 9.7%. This is primarily due to an increase in the projected costs for property and liability insurance coverage.

7th Street Garage Special Revenue Fund

The 7th Street Garage Fund budget decreased by \$319,000, 9.9%, primarily due to a decrease in the budgeted transfer to reserve of \$453,000 that is based on projected revenues in excess of expenditures for FY 2024. This decrease was, however, partially offset by increases in operating expenditures for routine maintenance, repairs, and general operations of \$134,000.

FY 2024 Enhancements

Parking Enterprise Fund

- The FY 2024 budget includes a \$163,000 recurring enhancement for the conversion of five existing part-time Parking Enforcement positions to full-time to keep up with demand, deliver quality service, and meet the City's growing parking demand and utilization. As business and entertainment activity grows in the City, so does the Parking demand.
- The FY 2024 budget includes a \$104,000 recurring enhancement to increase the total minimum living wage rate from the current rate of \$15.61 per hour, including health benefits, to \$16.08 per hour, including health benefits, effective January 1, 2024.

7th Street Garage Special Revenue Fund

 The FY 2024 budget includes a \$19,000 recurring enhancement to increase the total minimum living wage rate from the current rate of \$15.61 per hour, including health benefits, to \$16.08 per hour, including health benefits, effective January 1, 2024.

DEPARTMENT MISSION STATEMENT

We make lifetime memories for the residents and many visitors of Miami Beach with more than three dozen beautiful, clean, safe, and vibrant parks along with best-in-class recreational services and facilities.

DEPARTMENT DESCRIPTION

The Parks and Recreation Department is made up of six operating Divisions and an Administrative Division:

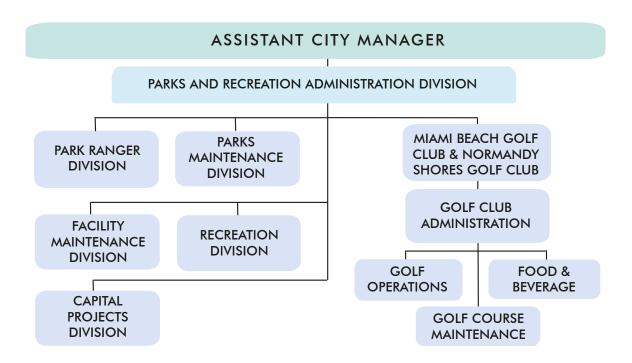
- The Administrative Division is responsible for providing the overall strategic planning and structure of the department's organizational leadership, while collaborating with the operating divisions to provide supervision and guidance aligned with the City's mission and vision
- The Capital Projects Division is responsible for the preparation, oversight, and execution of various Parks and Recreation Capital projects. This division also serves as the department's liaison between other departments managing additional parks projects.
- The Facility Maintenance Division oversees the facility maintenance operations, including swimming pools, tennis facilities, youth centers, and capital projects
- The Golf Division is responsible for all aspects of operations of the Miami Beach Golf Club and Normandy Shores Golf Club

DEPARTMENT DESCRIPTION CONT'D

- The Park Ranger Division enforces park regulations and City ordinances in Miami Beach parks. Park Rangers also serve as visible and recognizable goodwill ambassadors. They are often the first to respond and resolve minor incidents or requests for assistance.
- The Parks Maintenance Division oversees all landscape maintenance services, resiliency initiatives, short and long-term projects, irrigation maintenance and repairs, invasive plant removal initiatives, landscape site development, installation projects, and litter control
- The Recreation Division provides citywide recreational, cultural, and educational programs along with supporting activities for all age groups and abilities

The Department is continuously working to enhance service levels for our residents, tourists, and visitors, and is clearly focused on desired performance characteristics or outcomes including:

- Supporting our essential piece of the City's Strategic Plan
- Responding to customer needs and positively adapting to change
- Implementing management's philosophy and approach to customer service:
 - o Every person visiting our parks is our guest and should be treated as one
 - Positive attitude
 - o Pride in work
- Ensuring positive and informative marketing, promotions, and communications to patrons



FISCAL ENVIRONMENT

The Parks and Recreation Department is primarily funded by the General Fund as well as revenues generated from various sources such as recreation fees, rental income, and golf fees.

- The Administrative Division and the Facility Maintenance Division are funded by the Parks and Recreation Department's General Fund budget
- The Recreation Division's budget is funded by the Parks and Recreation Department's General Fund. It also includes revenue generated from recreation program fees, pool entrance fees, rental charges, and management of the City's Miami Beach Tennis Center by a third-party contractor.
- The Parks Maintenance Division and the Park Ranger Division are funded by the Parks and Recreation Department's General Fund budget, in addition to the City Center Redevelopment Agency (RDA)
- The Golf Division includes the Miami Beach Golf Club and the Normandy Shores Golf Club. Both golf courses are funded by the Parks and Recreation Department's General Fund. All revenues generated from various sources such as lessons, memberships, green fees, and range fees are deposited as City revenue. The City contracts with a third-party vendor to manage and operate both golf clubs.
- The Capital Projects Division's projects are funded by various funding sources such as PAY-GO, Quality of Life, and General Obligation Bond funds



STRATEGIC ALIGNMENT

Main Vision Area:

Neighborhoods

Management Objectives:

Neighborhoods

- Enhance the beautification,
 physical appearance and
 cleanliness of neighborhoods especially North Beach, City
 rights-of-way, town center areas, parks and beaches
- Evolve parks and green spaces to meet the changing needs of the community though creating a Parks Master Plan to improve programming, facilities, cycling, and water management. The plan should include iconic art cultural opportunities and appropriate lighting.

• Organization Innovation

Support all objectives to improve strategic decision making and financial stewardship, making the city more business friendly and user friendly, with an employee culture of problem solving and engagement

Strategic Plan Actions:

- EVALUATE how best to address the increasing demand of pickleball courts
- PROACTIVELY the monitor the City for mosquito breeding grounds and work cooperatively with Miami-Dade County to reduce the possibility of mosquito-transmitted disease

Budget Enhancement Actions:

- Addition of 5 Full-Time Park Ranger Positions
- Addition of 1 Full-Time Special Events Coordinator Position
- Addition of 4 Year-Round Part-Time Inclusionary Aide Positions
- Addition of 1 Full-Time and 1 Year-Round Part-Time Athletic Field Specialist

BUSINESS ENVIRONMENT

The Parks and Recreation Department serves thousands of City of Miami Beach residents and visitors on an annual basis. From day-to-day programming to larger annual events, residents and visitors interact with the department on an ongoing basis. The department has contracted the following services:

 Management contract to Professional Course Management LLC for operation of the City's two municipal golf courses: Miami Beach Golf Club and Normandy Shores Golf Club



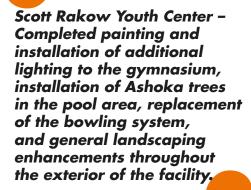
BUSINESS ENVIRONMENT CONT'D

- Management contract for the Miami Beach and Flamingo Park Tennis Centers
- Third party vendors who provide grounds maintenance services including mowing, weeding, herbicide and fertilizer treatment, trimming, pruning, litter service, irrigation testing and pressure cleaning. These services, supported by staff, provide park patrons with a safe, enjoyable, and fulfilling experience.
- Management contract to The Rhythm Foundation for the North Beach Bandshell
- Independent contractors instruct programs such as ice skating, soccer, dance, art, tennis lessons, and more
- The Parks and Recreation Department also receives funding from The Children's Trust to carry out after-school youth programming at the North Shore Park and Youth Center on an annual basis

While several of our operations are contracted to a third-party, the department utilizes a traditional staffing model to manage and supervise summer camps and after-school programming with our year-round employees. Day-to-day maintenance operations are also performed by our year-round employees, remaining connected with the community.

SIGNIFICANT ACCOMPLISHMENTS

- Accomplished the following during FY 2022:
 - Formula F1 Event enhancements throughout City parks, including landscape enhancement projects with an emphasis on Bandshell Park and Lummus Park
 - Through the Park Ranger Program, the Department assisted various public safety and homeless outreach programs, including 46,599 safety/security checks, 53,507 verbal warnings, 6,383 motorized vehicles, 76 written warnings, 21 written citations, 774 police assists, 67 police assists with arrest, 89 parking assists, 65 code assists, 181 fire rescue assists, 169 UIR written reports, 1831 maintenance assists, and 6826 homeless outreaches
 - The Department added several new City-wide health and wellness initiatives that included: Senior Soccer Programming, Skateboarding programs, free community CPR classes, Brazilian Jiu-Jitsu and Wrestling classes and camps, free technical boxing and fitness classes, pickleball clinics and competitive swim team programming
 - Delivered core recreational programming and events servicing over 17,500 residents



SIGNIFICANT ACCOMPLISHMENTS CONT'D

- The Department also added new programming initiatives that included: a new Travel Soccer College Prep Program for 21 high school travel soccer participants to gain assistance in college preparation and life skills, and a collaboration with the Florida Heiken Children's Vision Program to bring free vision exams to 276 of our summer camp participants
- Increased the number of range users at Miami Beach Golf Club by 20% and at Normandy Shores Golf Club by 85%
- Increased the total number of rounds at Normandy Shores Golf Club by 14%
- Increased the total number of memberships at Normandy Shores Golf Club by 80%
- Completed the following capital projects:
 - Allison Park Completed restroom renovation and landscape enhancements
 - Belle Isle Park Completed landscape improvements to the dog park
 - Buoy Park Completed landscape improvements
 - Collins Park Completed painting of benches garbage and recycling bins, and bollards
 - Collins Canal Park Completed landscaping improvements through implementation of planting plan
 - Crespi Park Completed restroom renovation and painting of the fence
 - Fairway Park Completed addition of a new bicycle path, restroom renovation, expansion of tennis courts, expansion of driveway and landscape improvements

SIGNIFICANT ACCOMPLISHMENTS CONT'D

- Flamingo Park Completed football field fence repairs and painting, painting of administrative office, replacement of pool umbrellas and garden tables, re-sodding of the dog park, landscape improvements to the soccer field, replacement of soccer netting, painting of electrical structures, laser-grading of softball and baseball fields, and many other improvements
- La Gorce Park Completed the addition of flood irrigation to the south end
- Lummus Park Completed painting of all equipment at Muscle Beach South Beach, replacement of benches at Muscle Beach South Beach, and the installation of additional benches and picnic tables in volleyball area
- Maurice Gibb Memorial Park Completed fishing pier rehabilitation and floating dock repairs
- Mid Beach Park (previously Indian Beach Park) Completed restroom renovation
- Normandy Isle Park & Pool Completed renovation of basketball courts and exterior restroom
- North Shore Park & Youth Center Completed installation of memorial plaque by baseball fields, painting of youth center exterior, and installation of new basketball system
- Polo Park Completed installation of pour-in-place beneath the playground swing sets
- Scott Rakow Youth Center Completed painting and installation of additional lighting to the gymnasium, installation of Ashoka trees in the pool area, replacement of the bowling system, and general landscaping enhancements throughout the exterior of the facility
- Skate Park Completed the installation of a new irrigation system
- Soundscape Park Completed re-sodding of the entire park, addition of planter beds and electrical outlet repairs
- Stillwater Park Completed the rehabilitation of the restrooms and painting of the fence
- Tatum Park Completed the rehabilitation of the restrooms and painting of the fence

CRITICAL SUCCESS FACTORS

- Work in partnership with the Office of Capital Improvement Projects to implement and assist with numerous projects such as the:
 - o Bayshore Park (Par 3) Master Plan
 - Flamingo Park Master Plan
 - Maurice Gibb Memorial Park Master Plan
 - o North Beach Oceanside Park Master Plan
 - Other projects approved through the 2018 General Obligation Bond
- Focus on achieving established Department strategic initiatives
- Continue focusing on recommending enhancements that will improve the overall appearance and safety of our park facilities
- Maintain close collaboration with the Office of Capital Improvement Projects as new project plans are developed to ensure a full and comprehensive review and comment process is conducted by all divisions that will play a role in managing them
- Collaborate with the Human Resources Department to recruit and process the best qualified personnel necessary for the department's workforce. The early recruitment of summer staff is essential to ensure applicants are processed, trained, and ready to work in time for the start of summer programming.
- Strengthen community partnerships that will benefit the City such as joint-use agreements for additional space to enhance our program offerings
- Encourage staff to obtain higher levels of education and training and maintain the ongoing in-service/local training education of all staff in the department to improve productivity, efficiency, customer satisfaction, and overall self-improvement

FUTURE OUTLOOK

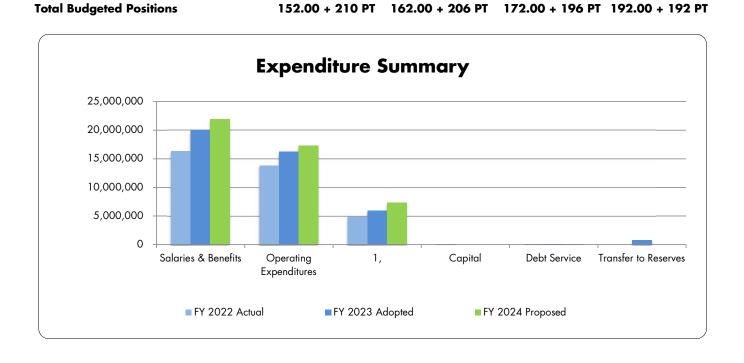
The Department will continue focusing on enhancing resident and visitor's quality of life within the City by identifying and prioritizing needs for park renovations and developments. The Department will work with the Office of Management and Budget on a strategic funding plan, along with completing all projects funded by the 2018 General Obligation Bond within the timeframe given. Along with park improvements, the Department is focusing on promoting the importance of health and wellness through a series of programs and events within the City, as well as family friendly activations in the ACDC.

PERFORMANCE PLAN HIGHLIGHTS

PERFORMANCE MEASURES	2020 Actuals	2021 Actuals	2022 Actuals	2023 Target	2024 Target
Main Vision Area: Neighborhoods					
Overall satisfaction with the facility rental process	95%	100%	100%	95%	95%
% of park repair requests completed	98%	100%	100%	95%	95%
Public Area Cleanliness Rating Index: Parks (1=Extremely Clean - 5=Dirty)	*	*	*	1.50	1.50
% of Public Area Cleanliness assessments for Parks scoring 2.0 or better (1=Extremely Clean - 5=Dirty)	*	*	*	90%	90%
Total # of rounds of golf at Miami Beach Golf Club during fiscal year	44,399	55,402	56,305	48,500	49,825
Total # of rounds of golf at Normandy Shores Golf Club during fiscal year	31,881	41,667	47,213	40,000	42,740
% of participants surveyed rating special events at parks as excellent or good	95%	90%	90%	90%	90%

^{*}Indicates measure was not tracked and/or conducted during the reporting period

DEPARTMENT FINANCIAL SUMMARY	- G	ENERAL FUND				
		FY 2021	FY 2022	FY 2023		FY 2024
Revenue Area		Actual	Actual	Adopted		Proposed
Recreation		3,182,342	3,404,136	3,705,000		4,819,000
Miami Beach Golf Club		5,265,405	5,987,267	5,261,000		5,985,000
Normandy Shores Golf Club		2,698,079	3,297,765	2,892,000		3,222,000
Miami Beach Tennis Center		86,989	102,548	120,000		120,000
Total	\$	11,232,814	\$ 12,791,717	\$ 11,978,000	\$	14,146,000
Expenditure Area						
Salaries & Benefits		14,825,916	16,312,130	19,985,200		21,920,000
Operating Expenditures		11,416,695	13 <i>,77</i> 8,590	16,235,100		17,280,000
1,		4,348,064	4,948,000	5,928,000		7,313,000
Capital		1 <i>5,75</i> 0	85,559	0		40,000
Debt Service		1,240,850	46,000	46,000		46,000
Transfer to Reserves		0	0	803,700		0
Total	\$	31,847,275	\$ 35,170,279	\$ 42,998,000	\$	46,599,000
General Fund		151.00 + 205 PT	161.00 + 201 PT	171.00 + 191 PT	18	9.00 + 189 PT
RDA Fund		1.00 + 2 PT	1.00 + 2 PT	1.00 + 2 PT		3.00 + 0 PT
Other/Grant Funds		0.00 + 3 PT	0.00 + 3 PT	0.00 + 3 PT		0.00 + 3 PT



RECREATION - GENERAL FUND		FY 2021		FY 2022		FY 2023		FY 2024
Expenditure Area		Actual		Actual		Adopted		Proposed
Salaries & Benefits		12,997,462		14,246,431		16,512,000		17,305,000
Operating Expenditures		5,000,472		7,019,769		8,061,800		8,854,000
Internal Services		4,033,000		4,315,000		5,365,000		6,410,00
Capital		4,000,000		39,332		0		0,410,00
Debt Service		34,000		43,000		43,000		43,00
Total	\$	22,064,934	\$	25,663,533	\$	29,981,800	\$	32,612,00
Total Budgeted Positions	13	36.00 + 181 PT	1	36.00 + 181 PT	1	36.00 + 181 PT	13	38.00 + 186 I
MIAMI BEACH GOLF CLUB GENER	AL FU	ND						
		FY 2021		FY 2022		FY 2023		FY 2024
Expenditure Area		Actual		Actual		Adopted		Proposed
Operating Expenditures		3,879,951		3,391,686		4,004,100		4,235,00
nternal Services		171,019		223,000		321,000		318,00
Capital		0		46,227		0		
Debt Service		2,000		3,000		3,000		3,00
Fransfer to Reserves		0		0		803,700		
Total .	\$	4,052,969	\$	3,663,913	\$	5,131,800	\$	4,556,00
Total Budgeted Positions		0.00 + 0.00 PT		0.00 + 0.00 PT		0.00 + 0.00 PT		0.00 + 0.00
NORMANDY SHORES GOLF COURS	SE - GE	NERAL FUND						
		FY 2021		FY 2022		FY 2023		FY 2024
Expenditure Area		Actual		Actual		Adopted		Proposed
Operating Expenditures		2,868,747		2,498,815		2,967,200		3,104,00
nternal Services		110,045		162,000		211,000		246,00
[otal	\$	2,978,793	\$	2,660,815	\$	3,178,200	\$	3,350,00
Total Budgeted Positions		0.00 + 0.00 PT		0.00 + 0.00 PT		0.00 + 0.00 PT		0.00 + 0.00
FLAMINGO PARK TENNIS CENTER	- GENI	RAL FUND						
		FY 2021 Actual		FY 2022 Actual		FY 2023 Adopted		FY 2024 Proposed
Ynenditure Area				278,493		299,200		302,00
•		2/1 38/		Z/U.47J		2//,200		UU Z / UU
Salaries & Benefits		241,384 832,756				1 050 000		
Salaries & Benefits Operating Expenditures		832,756		805,205		1,050,000		963,00
Expenditure Area Salaries & Benefits Operating Expenditures nternal Services Capital						1,050,000 8,000 0		

3.00 + 3 PT

3.00 + 3 PT

3.00 + 3 PT

Total Budgeted Positions

3.00 + 3 PT

		FY 2021	 FY 2022	FY 2023	FY 2024
Expenditure Area		Actual	Actual	Adopted	Proposed
Salaries & Benefits		1,587,070	1,787,206	3,174,000	4,313,000
Operating Expenditures		39,619	63,115	152,000	124,000
Internal Services		0	216,000	23,000	314,000
Capital		0	0	0	40,000
Total	\$	1,626,689	\$ 2,066,321	\$ 3,349,000 \$	4,791,000
Total Budgeted Positions		12.00 + 21 PT	22.00 + 17 PT	32.00 + 7 PT	48.00 + 0 PT
BEACH MAINTENANCE - GENE	RAL FUND) *			
		EV 0001	TV 0000	EV 0000	EV 0004

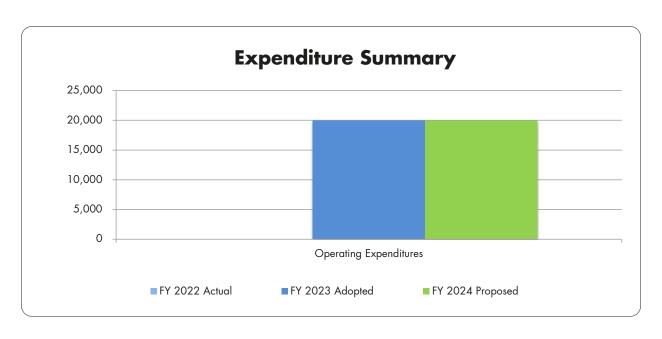
FUND*					
	FY 2021	FY 2022		FY 2023	FY 2024
	Actual	Actual		Adopted	Proposed
	521,353		0	0	0
	103,652		0	0	0
	524,000		0	0	0
	0		0	0	0
\$	1,149,006	\$	0 \$	0	\$ 0
	FUND*	FY 2021 Actual 521,353 103,652 524,000	Actual 521,353 103,652	FY 2021 FY 2022 Actual Actual 521,353 0 103,652 0 524,000 0 0 0	FY 2021 FY 2022 FY 2023 Actual Actual Adopted 521,353 0 0 103,652 0 0 524,000 0 0 0 0 0

Total Budgeted Positions 0.00 + 0.00 PT 0.00 + 0.00 PT 0.00 + 0.00 PT 0.00 + 0.00 PT

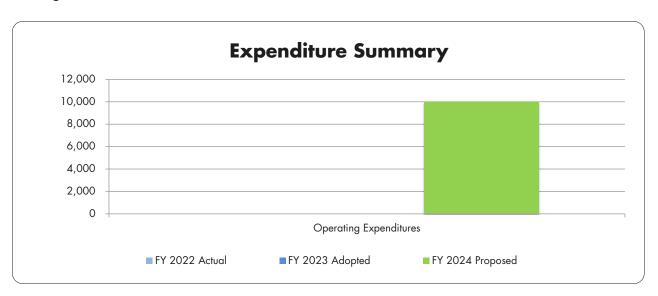
*During FY 2021, the Beach Maintenance Division transferred from the Parks and Recreation Department to Property Management.



DEPARTMENT FINANCIAL SUMM	FY 20		GII	FY 2022		FY 2023	FY 2024
Revenue Area	Actu	Jal		Actual		Adopted	Proposed
Adopt-a-Bench Program		0		14,500		20,000	20,000
Total	\$	0	\$	14,500	\$	20,000	\$ 20,000
Expenditure Area							
Operating Expenditures		0		0		20,000	20,000
Total	\$	0	\$	0	\$	20,000	\$ 20,000
Revenues Less Expenditures	\$	0	\$	14,500	\$	0	\$ 0
Total Budgeted Positions	0.00 +	0.00 PT	(0.00 + 0.00 PT	c).00 + 0.00 PT	0.00 + 0.00 P



DEPARTMENT FINANCIAL SUMM	ARY - BRICK	PAVER PRO	GRAM		
Revenue Area		2021 tual	FY 2022 Actual	FY 2023 Adopted	FY 2024 Proposed
Brick Paver Program		0	0	0	10,000
Total	\$	0 \$	0	\$ 0	\$ 10,000
Expenditure Area					
Operating Expenditures		0	0	0	10,000
Total	\$	0 \$	0	\$ 0	\$ 10,000
Revenues Less Expenditures	\$	0 \$	0	\$ 0	\$ 0
Total Budgeted Positions	0.00	+ 0.00 PT	0.00 + 0.00 PT	0.00 + 0.00 PT	0.00 + 0.00 PT



BUDGET HIGHLIGHTS

• A significant component of the increase in personnel expenditures for all departments is attributed to increases in employee-related costs that include a three percent cost of living adjustment effective April 2024, excluding the American Federation of State, County, and Municipal Employees (AFSCME) which is effective May 2024, as well as a maximum of three percent merit increase for all employees, except members of the Fraternal Order of Police (FOP) and International Association of Fire Fighters (IAFF) which include a five percent step increase. Merit and step increases apply within existing pay ranges. A ten percent increase in the City's premiums for health insurance for all employees is also included.

General Fund

- Personnel services expenditures increased by \$1,934,800, or 9.7%. This is primarily due to increases in salaries and wages from applicable merit and cost of living adjustment increases and increases in the City's premium for health and life cost for all employees budgeted in FY 2024, as well as expenditure enhancements totaling \$656,000 that are further detailed below.
- Operating expenditures increased by \$1,044,900, or 6.4%. This is primarily due to a \$708,000 increase in operating expenditures attributed to revisions in the baseball program agreement adopted by the City Commission mid-year in FY 2023 that are projected to be offset by additional revenues collected for the program. Additional increases for the Miami Beach Golf Course and the Normandy Shores Golf Course, which are projected to be offset by additional revenues, are based on current operational needs.
- Internal services expenditures increased by \$1,385,000. This is
 primarily due to a combined increase of \$1,386,000 in Property
 Management, Information Technology, Risk Management,
 Central Services and Fleet Management services, which were
 slightly offset by a decrease in OIG services of \$1,000.
- Capital expenditures increased by \$40,000 based on vehicles, machinery, and equipment scheduled for replacement in FY 2024.
- Debt service expenditures remain unchanged from the adopted FY 2023 budget of \$46,000 for FY 2024 Ameresco debt service obligations.

BUDGET HIGHLIGHTS CONT'D

Adopt-a-Bench Program

• The Adopt-a-Bench Program was established in FY 2017 and subsequently updated in FY 2018 to provide the public an opportunity to adopt existing or new park benches for the commemoration of loved ones or special events, and to provide the Parks and Recreation Department an additional means to finance the beautification of City parks. The FY 2024 budget remains unchanged at \$20,000 and is based on anticipated participation in the program.

Brick-Paver Program

 The Brick-Paver Program was established in FY 2018 and subsequently updated in FY 2023 to provide the public an opportunity to purchase commemorative brick pavers on the Beachwalk corridor between 53rd and 64th Streets. The FY 2024 budget is \$10,000 based on anticipated participation in the program.

FY 2024 Enhancements

General Fund

- The FY 2024 budget includes a \$413,000 recurring enhancement for the addition of 5 full-time Park Ranger positions based on the need for increased public safety presence throughout the City.
- The FY 2024 budget includes a \$82,000 recurring enhancement for the addition of 1 full-time Special Events Coordinator position. In addition to the numerous special events the Parks and Recreation department hosts annually, the City has recently expanded its offerings to include large-scale special events, which has resulted in an increase in citywide activations. As a result, this position will spearhead all these efforts for the City, including partnerships, communications, event execution, and more.
- The FY 2024 budget includes a \$92,000 recurring enhancement for the addition of 4 part-time Inclusionary Aide positions based on department needs to assist children with special needs enrolled in the year-round parks programs.
- The FY 2024 budget includes a \$69,000 recurring enhancement for the addition of 1 full-time and 1 part-time Athletic Field Specialist position based on department needs to assist with the preparation and maintenance of athletics facilities.



PUBLIC WORKS

DEPARTMENT MISSION STATEMENT

We ensure the technologically advanced design, maintenance, functionality, delivery, and cleanliness of the City's water services and resources, roadways, and greenways.

We place the utmost importance in valuing our employees and ensuring all are trained to be the most reliable, knowledgeable, environmentally conscious, and solutions-oriented professionals who provide for the City's stakeholder needs and concerns in an efficient and socially responsible manner. This fosters a better, safer, and healthier community for all to live, work, and play.

Public Works Department Vision:

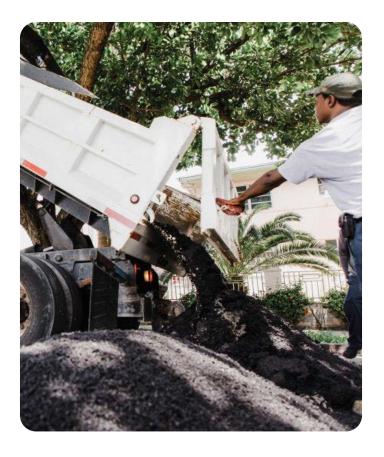
We strive to be a proactive, innovative, and dependable network of highly knowledgeable professionals who are skilled in providing stakeholders with optimal service and solutions to our community's most pressing infrastructure and environmental needs.

We are committed to providing effective and efficient public works services and managing the City's infrastructure to ensure the safety, health, and well-being of all visitors and residents in our vibrant, tropical, historic community.

DEPARTMENT DESCRIPTION

The Public Works Department is a multidisciplined department comprised of four divisions: Operations, Engineering, Sanitation and Greenspace Management. Our department provides project management, planning, design, construction, maintenance, repairs, and operation services for City infrastructure, including utility systems, roadways, and greenways. The department is also responsible for City cleanliness and manages the Solid Waste/Recycling Collection and Disposal Program. The department is represented by professional, semiprofessional, and licensed disciplines working in administration, engineering, streets and streetlights, water distribution, sewer collection, stormwater management, sanitation, and greenspace management.

The City facilities has 39 bridges managed by the Public Works Department includes 24 City-owned bridges; 140 miles of streets; 242 miles of sidewalks; 200 miles of curb and gutter; 33 miles of alleyways; 7,487 streetlights; 1,275 landscape up-lights; 841 bollard lights, 286 miles of underground wiring; 180 miles of water distribution piping mains; four water storage tanks with total storage capacity of 14 million gallons; six water pumping stations; 13,550 water meters; 152 miles of sewer mains; 122 miles of sanitary gravity sewer pipes; 3,160 sanitary sewer manholes; 23 sewer pump stations; 110 miles of stormwater pipes; 367 stormwater outfalls; more than 7,800 stormwater structures (stormwater manholes, storm drains and catch basins) and 49 stormwater pump stations.



DEPARTMENT DESCRIPTION CONT'D

The Engineering Division is comprised of five sections: Engineering, Geographic Information Systems (GIS), ROW Management, as well as ADA and Elevator Safety. Engineering is responsible for plan review of the public and private projects within the City's right of way (ROW) and the engineering design of ROW projects. GIS is the keeper of the maps for the City's entire infrastructure, which includes water mains, sanitary sewer, and stormwater systems. ADA is responsible for reviewing and ensuring accessibility compliance in the City's construction projects and is also the liaison for employees, residents and visitors for ADA accommodations and services. The Surveying Section is the first resource for all construction projects to coordinate the data acquisition of field information. Elevator Safety is responsible for the certification of all public and private elevators, escalators, moving walks and lifts within the city.

The Greenspace Management Division provides design, installation, and maintenance service to all city-designated properties, including gateways to the City, all municipal buildings, parking facilities, dunes, medians, swales, and landscape areas.

PUBLIC WORKS

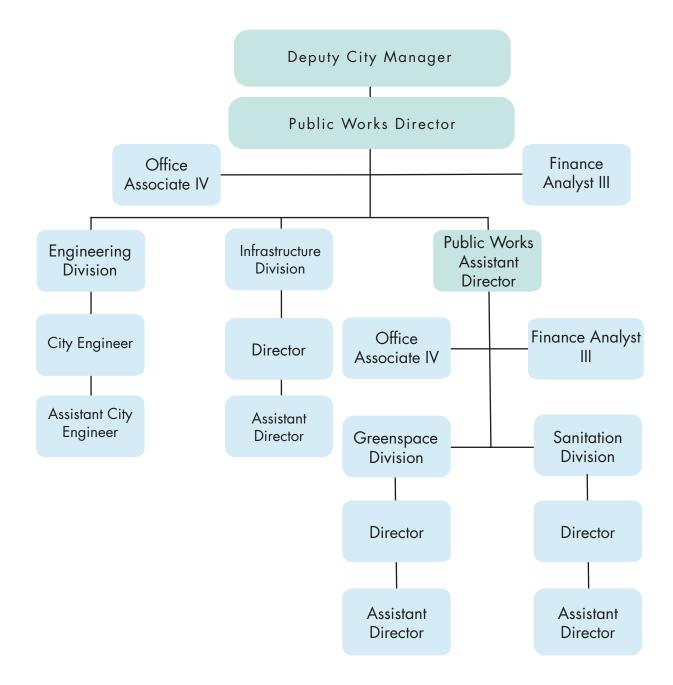
DEPARTMENT DESCRIPTION CONT'D

The Operations Division oversees the operation and maintenance of the City's water distribution, wastewater collection, stormwater, street and street lighting systems. Each year, the Operations Division ensures the safe transmission of billions of gallons of fresh water to the City and the transport of wastewater to the treatment plant. In addition, it ensures that all streets, streetlights, sidewalks, and storm drains are operational and maintained.

DEPARTMENT DESCRIPTION CONT'D

The Sanitation Division with its fleet of street sweepers, pressure washers, and other collection equipment maintains the streets, parking lots, pedestrian paths, and sidewalks free and clear of debris and litter. The division also manages trash and recycling contracts.

The Department of Public Works was recognized by the American Public Works Association as a nationally accredited Public Works agency in May 2007 and reaccredited in 2011, 2015, 2019, and 2023.



FISCAL ENVIRONMENT

The Public Works Department has multiple sources of funding. The Administration, Engineering, Streets and Street Lighting, as well as the Greenspace Division, are partially funded from revenue generated by elevator fees, right-of-way permits, outdoor dining concession permits/fees, electrical outlet fees, and plan review fees.

The Infrastructure Division, which includes water, wastewater, and storm water operations, is funded through revenue generated by utility billing rates for user services.

The Sanitation Division is funded primarily through service fees.

The Public Works Department analyzes city rate structures to ensure we are bringing services to our residents and visitors at a cost-effective rate that maintains our systems and provides for a sustainable system.

STRATEGIC ALIGNMENT

Main Vision Area:

Environmental & Infrastructure

Management Objectives:

Prosperity

Revitalize targeted areas and increase investment through master plans and business vibrancy efforts, as well as core services like safety and code enforcement. Better leverage our assets and parking lots. Areas include North Beach, Ocean Drive, 41 Street, Lincoln Road, and Washington Avenue.

Neighborhoods

- Enhance the beautification, physical appearance and cleanliness of neighborhoods especially North Beach, City rights-of-way, town center areas, parks and beaches
- Modernize and streamline our old and complex land development regulations and City codes through routine and comprehensive reviews to be more user-friendly and to reduce conflicts.
- Work cooperatively with Miami-Dade County to reduce the possibility of disease outbreaks

• Environment & Infrastructure

 Work regionally and nationally to protect Biscayne Bay water quality and to maintain a healthy dune and beach system that provides storm protection, recreation, and vital habitat for the public good

STRATEGIC ALIGNMENT CONT'D

- Improve our aging drinking water and sewer infrastructure to protect drinking water quality, public health, and fire protection.
- Reduce risk from storms, high tides, groundwater, and sea level rise by continuously improving our sea level rise adaptation and integrated stormwater program through the best science and technology, including green and blue infrastructure and mobility priorities while minimizing construction disruption, optimizing design aesthetics, and community engagement. Keep the entire program on-time, on-budget, and moving forward with adequate financing.
- Improve condition of Streets in City of Miami Beach

• Organization Innovation

 Support all objectives to improve strategic decision making and financial stewardship, making the city more business friendly and user friendly, with an employee culture of problem solving and engagement

Strategic Plan Actions:

- IMPLEMENT Ocean Drive Pedestrian Promenade 13 to 14 Place
- INCREASE compliance with the Building Code by streamlining the process and providing continued training to the public and applicants on the process
- PROACTIVELY monitor the City for mosquito breeding grounds and work cooperatively with Miami-Dade County to reduce the possibility of mosquito-transmitted disease
- CONTINUE implementing the water and sewer critical needs projects recommended by the Master Plan to address aging (drinking) water and sanitary sewer infrastructure
- UPDATE the Stormwater Master Plan, considering water quality treatment and Biscayne Bay protection and net improvement
- IMPLEMENT blue-green infrastructure strategy as part of ongoing neighborhood improvement projects
- CONTINUE to implement the 2020 Neighborhood Project Prioritization and Road Elevation Strategy
- **CONTINUE** implementing the SmartCity Street Lighting improvement project
- **CONTINUE** to develop and implement the streets and sidewalk assessment throughout the City
- CONTINUE street improvements associated with larger infrastructure projects such as West Avenue and First Street
- **CONTINUE** implementing the Park View Action Plan

STRATEGIC ALIGNMENT CONT'D

Budget Enhancement Actions:

- Multi-Hog Sweeper/Cleaner
- Emergency Portable 240 KW Backup Generators
- 10-Inch and 6-Inch Sewer Bypass Pumps
- Ford F-550 Truck Utility Bed with Crane
- Emergency Portable Backup Generators
- Variable Frequency Drive Replacements
- Contracted Emergency Landscaping Services
- GIS Near Map Services
- Cat Program Supplies
- Leaf Blowers
- Full-Time Cat Trapper Position
- Additional Sanitation Temporary Staffing Services Citywide
- Full-Time Customer Service Representative (2) Positions for Customer Service Related to Solid Waste Services
- Full-Time Solid Waste Contract Compliance Administrator Position
- Full-Time Sanitation Operations Supervisor Position
- Vacuum Trucks (2)
- Engineering Consulting Support Services for Sewer Projects Citywide
- Full-Time Control Room Operator Positions (3) (Split-funded between Water, Sewer, and Storm Water)
- Replacement of Storm Water Submersible Pumps
- Full-Time Permit Ombudsman Position for Neighborhood Affairs Division (split-funded)
- Engineering Consulting Support Services for Water Projects Citywide

BUSINESS ENVIRONMENT

The City is undergoing significant growth in commercial and residential development.

The Department has evaluated available services in the private sector and has competitively bid contracts to provide the core services of the departmental work plan, recognizing that not all City services can be outsourced. Some services are performed more efficiently in-house.

SIGNIFICANT ACCOMPLISHMENTS

Operations Division

- As of March 2023, we installed over 10,000 AMA Badger meters, which all have a reported 99.8% communication health rate
- Continued G.O. Bond Roadway Resurfacing and Sidewalk: Replaced 114,458 sq. ft. of sidewalks; resurfaced 78,129 sq. yd. of roads; and replaced 3,851 linear feet of curb and gutter

SIGNIFICANT ACCOMPLISHMENTS CONT'D

- Completed installation of 600 LF of 20" HDEP subaqueous water main at Collins Canal Crossing, as well as 2,600 FT of 20" Force Main along Dade Blvd to Sewer Pump Station #10 located at 28 Venetian Way
- Cleaned 100% of the City's stormwater structures as well as 347 stormwater gravity wells throughout the City
- Exceeded 100% sewer system cleaning goal by cleaning 146.3% (906,888 LF) of sewer gravity mains (including repeated cleanings at City "hot spots") and began replacing clay gravity main piping material with PVC piping
- Improved Pump Stations by successfully installing BIOREM at Sewer Stations #10, #15, and #28, and converting VFD's (variable frequency drives) at Stormwater Pump Stations #34, #38, and #39 to more reliable soft starters
- Removed and replaced 18 stainless steel water main pipe hangers on the Venetian Causeway. This work was vital to prevent future rupture and collapse of the 16-inch water mains on each side of the bridge.
- Successfully completed the FY 2022 Warehouse Physical Inventory Audit in September 2022, where the estimated value was \$2,801,315.98 and the OIG verified sample physical counts identified seven (7) deficiencies. This is a 99.74% accuracy rate.
- Improved Sewer Station 18 by bringing it into compliance and out of absolute Moratorium status by repairing and rehabilitating the inlet manhole and wet well

Sanitation Division

- Successfully serviced 18 parking lots beginning in June 2022 for the Parking Department
- Replaced 4 old Temco Sweepers with 4 new Global Sweepers
 (2 Air and 2 Mechanical) for our sweeping operation
- Hired New Operations Supervisor to lead our night and weekend staff in the MXE area
- Hired First City's Cat Coordinator for the increase in the cat population
- Took over the maintenance of Beachwalk (mid beach) (79th to 87th Street) and the North Beach Recreational Corridor (between 46th Street and 63rd Street). This includes litter control service and doggy dispenser(s) services.
- Replaced over 50 litter containers on Ocean Drive in the MXE

Engineering Division

- Completed construction of Sunset Harbour Roof Drains Improvements
- Completed Blue Building drainage improvements
- Completed 2022 flow testing and CCTV activities for all four Basins for the consent decree SSES program. Cycle II Phase I Report was submitted before November 2022 deadline.
- Completed the CMB PW Lead and Copper Rule Update Plan

SIGNIFICANT ACCOMPLISHMENTS CONT'D

- All water, wastewater, and stormwater operational permit submittals were delivered on schedule and are compliant per Code
- Status of Moratorium were changed to OK for Basin 19 and 10
- Certified two ERP permits with the District and three City Sewer Extension permit with DERM to achieve project compliance
- Completed 59th Street Bioswale Project
- Completed Pedestrian Bridges Rehabilitation and Maintenance Assessment
- Completed Citywide Bridges' Assessment
- Negotiated and awarded Stormwater Master Plan update
- Completed the Stormwater Quality Study
- Completed the Conceptual Design for the First Street Neighborhood Improvement Project
- Completed the Basis of Design Report for the Star Island 16-Inch Force Main Subaqueous Crossing
- Completed the Dade Blvd Emergency 16-inch Force Main Replacement between Belle Isle to Dade Blvd & East of Michigan
- Completed the 16-inch Aerial water main replacement at the Venetian Causeway South Side between Bascule Bridge and Spoil Island
- Completed the 77th Street Bridge over E. Biscayne Point Canal Repairs (FDOT #876718)
- Completed Sanitary Sewer Pump Station 18 Gravity Main Replacement and Rehabilitation Project
- Completed the Final Engineering Report for the replacement of the water and force mains on Sunset Islands
- Completed 16-inch water main replacement under Collins Canal between Dade Blvd and Jefferson Ave
- Completed the Star Island Bridge (#876731) Emergency Repairs
- Completed Stormwater Pump Station No. 24 Upgrades Feasibility Study

Geographic Information System Section

- Completed Cityworks Storeroom 2.0 app implementation
- Completed Cityworks Admin 2.0 app implementation
- Completed Introduction, Intermediate and Advanced Crystal Report Training
- Completed Cityworks Office 15.7 Designer for AMS training
- Completed GIS Essentials for Cityworks Office 15.7
- Completed Cityworks 11 mobile app implementation
- Completed Cityworks Sewer Pump Station Inspections dashboard
- Completed Cityworks Sewer Pump Station WO Status dashboard
- Completed Cityworks Stormwater Pump station Work Order Status dashboard
- Completed Cityworks Stormwater Pump station Inspection Status dashboard
- Completed Cityworks Water Pump Station Work Order Status dashboard



SIGNIFICANT ACCOMPLISHMENTS CONT'D

- Completed Cityworks Water Pump Station Inspections Status dashboard
- Completed Cityworks inspections training manual
- Completed Cityworks MDC PW Traffic Signal dashboard
- Completed 500+ Cityworks support cases successfully
- Completed 20 Crisis Track Training Classes
- Completed 4116 GIS Work Orders
- Completed 100+ GIS map requests
- Entered 25+ Utility as-builts
- Completed 10,000+ Utility as-built edits
- Completed the DERM Consent Decree as-builts requirements on time
- Completed the Department of Revenue address verification on time
- Completed 750+ Eden Address requests
- Completed 500+ ROW, Parcel Address requests
- Completed Uploading All As-built Documents into Laserfiche
- Completed Integration of Laserfiche with GIS

Right-of-Way Management Section

- Issued 1002 right-of-way permits, including all permitting related to public rights of way, i.e., infrastructure upgrades, public utility installations, capital improvements projects, etc.
- Processed approximately 229 water and sewer verification applications for approval by Miami-Dade Water and Sewer Department and Department of Environmental Resources Management (DERM)
- Public Works with the assistance of the City Attorney's Office transitioned from a sidewalk café permit base to a contract base from all outdoor dining in the public right-of-way. There are a total of 171 concession agreements executed.
- Conducted 3,352 building permit plan reviews on all improvements potentially impacting public rights of way

SIGNIFICANT ACCOMPLISHMENTS CONT'D

ADA Section

- Provided American Sign Language lessons (ASL introductory) to approximately 100 City employees as part of Disability Sensitivity training to staff
- Provided IT Digital Document Accessibility training to all department with Web Content editors to ensure accessibility tools and knowledge is implemented for all digital documents with public access
- Expanded budget for ADA initiatives and services to the public and accommodations from the wheelchair lift permitting and violations
- Expanded Closed Caption services (English and Spanish) to commission committee meetings to assist e.g. people who are hard of hearing
- Participated in the December Expo of Human Rights Committees to share the role of the Disability Access Committee and ADA Office with the residents and visitors of Miami Beach
- Developed/improved policies for ADA reviews within Public Works for the Public Works Manual
- Developed and implemented Parklet Design Guidelines with input from relevant City Departments and public meetings with relevant HOAs and/or neighborhood BIDs
- Continued review of accessibility on City projects (PW, CIP, Facilities Management), saving time by reviewing plans at 60% 90% development, including pre-design and construction site visits
- Continued review of accessibility of Pedestrian MOTs, Sidewalk Café, and Parklet permits, as well as Special Events on City Property not covered by the Building Departments (e.g. beach, parks, parking lots)
- On-going working relationship with FDOT ADA coordinator, County ADA coordinator, Florida ADA Networks, and City contractors to improve accessibility, collaborate, and/or address accessibility issues on projects



SIGNIFICANT ACCOMPLISHMENTS CONT'D

- Continued presence and support to different City departments (parking, legal, police, transportation, parks, PW, CIP, IT, etc.) by reviewing policies, contracts, assessing facilities, discussing residents requests/complaints, developing and distributing ADA material, news articles, bulletins online, including HR during the pandemic through 2022 with employee cases, accommodations, contact tracing, etc.
- Addressed residents' complaints/requests by working with City departments liaisons at DAC Committee meetings, DEM meetings, and contractor's meetings
- Continued communication with Convention Center and the Chamber of Commerce to increase accessibility awareness and local agencies like Vocational Rehab, Lighthouse for the Blind, Hope Inc, South Florida Center for Independent Living, and others for accessibility referrals and collaboration

Elevator Safety Section

- Implemented online electronic permitting process
- Staff went to a code seminar convention with inspectors from across the country to consult and learn about upcoming elevator codes to be made proficient in the field
- Passed new resolution to ensure ADA access wheelchair lifts are properly maintained
- Passed an ordinance to have any new or modernized elevators be provided with emergency battery backups in event of power loss to the building. This will alleviate passenger entrapments going forward and increases the life safety of the riding public in Miami Beach.
- Staff went to an elevator manufactory seminar to see and learn about the new updated equipment for elevators coming out in the future
- Organized a South Beach code outreach class that is provided on zoom and brings together elevator inspectors across the country to talk about relevant code issues and enforcement throughout the country
- Worked with State Representatives of Florida to affect changes on the Florida statues to amend and revoke laws that are outdated and are no longer valid

SIGNIFICANT ACCOMPLISHMENTS CONT'D

Greenspace Management Division

Greenspace Management manages a \$3.0 million routine landscape maintenance contract, ensuring that the City's rights of way, parking lots, causeways and coastal areas are maintained to City standards.

In addition to routine maintenance, Greenspace Management also performs landscape improvement projects. Landscape improvement projects can range from simply replacing dead, damaged or missing plant material within the landscape, transitioning older landscapes to a more Florida-friendly and lower-maintenance plant pallet, and/or increasing the aesthetic appeal of a site.

Notable renovation and enhancement landscape projects include:

- Collins Avenue royal palm replacement from 63rd Street to 75th Street
- Beachwalk plant material renovation from 23rd Street to 43rd Street
- Pine Tree Drive shrub replacement with sod from 47th Street to 51st Street
- Julia Tuttle Welcome Sign landscape redesign and installation
- Renovated entire 29th Street landscape design near Sunset 1 & 2 Entrance
- Installed new landscaping at the 51st Street Pump Station
- Replenished and renovated older plant materials at Parking Lots 2, 49, 57, and G5

CRITICAL SUCCESS FACTORS

The City has recognized the challenges of having underground infrastructure that is over 100 years old and has implemented plans to aggressively replace aging components.

- Maintain close collaboration with the Office of Capital Improvement Projects as new project plans are being developed to ensure a full comprehensive review and comment process is conducted by all departments that will have responsibility when the projects are constructed
- Receive support from the Information Technology Department to ensure technology integration. The computerization of the department's data collection and expansion of staff computer literacy is critical to increase efficiency in the delivery of services.
- Engage closely with the Human Resources Department to recruit and process the best qualified personnel necessary for the department workforce as well as specially planned programming

CRITICAL SUCCESS FACTORS

- Encourage staff to obtain higher levels of education and training.
 Maintain the ongoing in-service/local training education of all
 staff in the department to improve productivity, efficiency, and
 customer satisfaction. Seek and schedule staff to attend training
 issued by professional industry organizations for staff to be
 knowledgeable of existing and new industry standards and
 opportunities.
- In 2020, the City Commission approved funding of \$122 million for capital improvements aimed at addressing the critical needs of the water and sewer infrastructure, as identified in the first five years of the 2019 water and sewer master plans. Since then, the Public Works Department has been collaborating with design consultants and contractors to plan, design, permit, and construct the critical projects. However, the unprecedented pandemic in 2021 significantly impacted the budgeting of these projects, with material scarcity being one of the main factors affecting construction costs. Additionally, the City's water and sewer division has faced unplanned emergencies that have affected the capital program projects, resulting in prioritization of certain projects that were not initially included in the critical needs, further impacting the already limited budget. Overall, the material scarcity, market conditions, and price escalation have resulted in significant challenges to infrastructure budgeting.

FUTURE OUTLOOK

Under the leadership of the Mayor and City Commission, the department has accepted the challenge of rising above which includes enhancing storm water systems, raising road elevations, fortifying the City's shorelines to minimize the impact of sea level rise and the increased frequency of storm events. The department is looking at taking advantage of advances in technology and automation in providing manual services to maintain our City's infrastructure.

PERFORMANCE PLAN HIGHLIGHTS

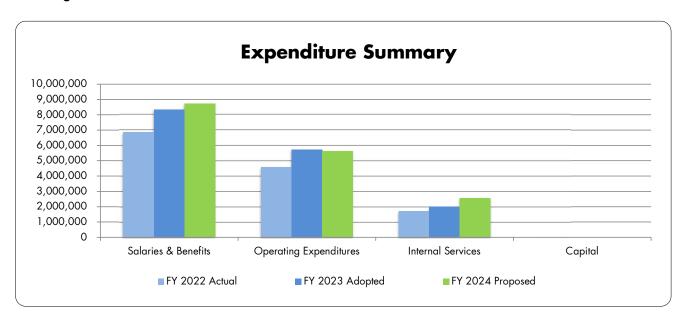
PERFORMANCE MEASURES	2020 Actuals	2021 Actuals	2022 Actuals	2023 Target	2024 Target
Main Vision Area: Environment & Infrastructure					
% of customer satisfaction on ROW permit procedures	98%	90%	90%	100%	100%
% of time system functions without overflows	95%	99%	100%	100%	95%
% of Right of Way permit application processed within two business days of receiving information from customers	95%	85%	90%	98%	100%
Percentage of time that low lying areas are not flooded and stormwater pump stations have continuous power	100%	100%	85%	100%	85%
% of time maintenance is scheduled to ensure pump stations are operational	99%	99%	99%	99%	99%
% of time National Pollutant Discharge Elimination System permit requirements are met annually	85%	100%	100%	100%	100%
% of cleanliness of the sidewalks and walkways	95%	100%	90%	95%	95%
% of cleanliness of waterways	95%	95%	95%	95%	95%
Cleanliness rating index in the ROW	1.6	1.5	*	1.5	1.5
% of cleanliness of the streets	95%	100%	95%	95%	95%
Cleanliness rating index for mobile street sweeping in the RDA district	1.6	1.5	*	1.5	1.5
Cleanliness rating index on landscape maintenance service in the ROW	1.8	1.8	*	1.5	1.5
Cleanliness rating index for pressure washing and mobile street sweeping of parking lots and garage facilities	1.6	1.5	*	1.5	1.5
Cleanliness rating index for doggie bags dispensers	1.6	1.5	*	1.5	1.5
% of litter control between 5th and 11th Street from Lenox Avenue to Meridian Avenue	100%	100%	95%	100%	100%
% Litter Control is provided citywide seven days per week	95%	95%	95%	100%	100%
% of timely remittance of permits and plans for Elevator	97%	100%	90%	100%	100%
% of capital projects commencing within 6 months after funding	90%	80%	90%	80%	80%
% compliance with regulatory requirements (Including all permits)	*	100%	100%	100%	100%
% of timely remittance of current contracts and procurement of new contract 6 months prior to expiration of the contract	*	95%	95%	95%	95%
% of completion of the design of capital projects are met and on budget 80% of the time	*	80%	80%	90%	80%

^{*}Indicates measure was not tracked and/or conducted during reporting period

^{**}Cleanliness Raing Index - The sites are assigned a score ranging from 1.0 to 6.0, with .0 being the best possible score. The City's goal is for 90% of the assessments to receive a score of 2.0 or better, and to have all assessments receive a score of 1.5 or better in the future.

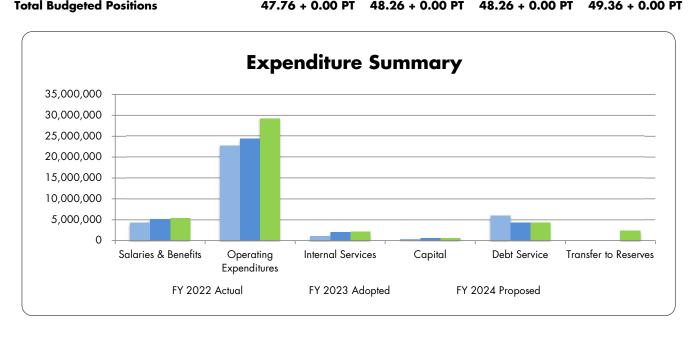
^{***}The City did not complete the annual cleanliness index

DEPARTMENT FINANCIAL SUMMARY	- GENERAL FUN	D		
	FY 2021	FY 2022	FY 2023	FY 2024
Revenue Area	Actual	Actual	Adopted	Proposed
Outdoor Dining Concession Permits/Fees	80,671	2,357,435	1,613,000	2,291,000
Elevator Certification/ Late Fees	812,904	825,513	670,000	907,000
Elevator Annual Main./Repairs	19,693	36,807	25,000	37,000
Permits - Elevator	399,501	390,649	581,000	468,000
Right of Way Permits	1,342,974	1,226,052	1,186,000	1,328,000
Permits-Public Works	1,066,911	3,633,459	1,507,000	1,734,000
Elevator Lockboxes	16,318	15,330	19,000	17,000
PW - Right-of-Way Review Fees	136,107	220,920	136,000	243,000
Fines - Violation-Elevators/ADA Lifts	257,750	281,000	243,000	293,000
Rent - Lincoln Rd. Directories	10,648	144,688	90,000	120,000
PW In-House Design	<i>7</i> 9,181	174,207	90,000	118,000
PW Training Surcharge	0	79,468	103,000	196,000
FDOT Reimbursement (Greenspace)	282,776	282,776	282,000	283,000
FDOT Reimbursement Transp. (Streets)	187,983	217,823	180,000	238,000
Other Miscellaneous Revenues	71,988	83,202	106,000	61,000
Total	\$ 4,765,406	\$ 9,969,329	\$ 6,831,000	\$ 8,334,000
Expenditure Area				
Salaries & Benefits	6,635,005	6,866,256	8,358,000	8,732,000
Operating Expenditures	3,578,551	4,589,495	5,729,000	5,629,000
Internal Services	1,812,275	1,711,000	1,999,000	2,560,000
Capital	14,988	37,930	0	0
Total	\$ 12,040,820	\$ 13,204,680	\$ 16,086,000	\$ 16,921,000
General Fund	69.25 + 0.00 P	Г 67.75 + 0.00 PT	70.75 + 0.00 PT	70.75 + 0.00 PT
RDA	6.00 + 0.00 P		6.00 + 0.00 PT	6.00 + 0.00 PT
Total Budgeted Positions	75.25 + 0.00 P	73.75 + 0.00 PT	76.75 + 0.00 PT	76.75 + 0.00 PT

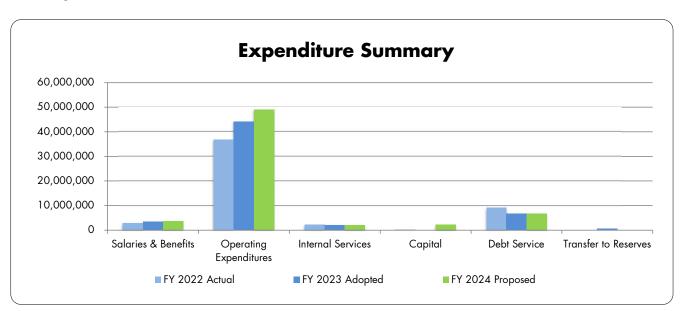


ADMINISTRATION - GENERAL	TOND	EV 2001		EV 2022		EV 2002		EV 2024
- P. A		FY 2021		FY 2022		FY 2023		FY 2024
Expenditure Area		Actual		Actual		Adopted		Proposed
Salaries & Benefits		174,566		249,944		292,000		300,000
Operating Expenditures		74,094		90,327		95,400		139,500
Internal Services		118,000	,	79,000	Ļ	152,000	,	216,000
Total	\$	366,659	\$	419,272	\$	539,400	\$	655,500
Total Budgeted Positions	1	1.25 + 0.00 PT	2	.25 + 0.00 PT	:	2.25 + 0.00 PT	:	2.25 + 0.00 P
ENGINEERING - GENERAL FUN	D							
		FY 2021		FY 2022		FY 2023		FY 2024
Expenditure Area		Actual		Actual		Adopted		Proposed
Salaries & Benefits		2,854,972		3,012,520		3,626,000		3,754,000
Operating Expenditures		309,524		413,978		410,100		435,600
Internal Services		521,275		480,000		578,000		637,000
Capital		14,988		0		0		0
Total	\$	3,700,760	\$	3,906,497	\$	4,614,100	\$	4,826,600
Total Budgeted Positions	26	5.55 + 0.00 PT	25	.55 + 0.00 PT	2	7.55 + 0.00 PT	2	7.55 + 0.00 P
STREETS & STREET LIGHTING -	GENERAL F	UND						
		FY 2021		FY 2022		FY 2023		FY 2024
Expenditure Area		Actual		Actual		Adopted		Proposed
Salaries & Benefits		2,220,980		2,122,892		2,731,000		2,892,000
Operating Expenditures		1,561,553		2,1 <i>77</i> ,051		2,159,500		2,334,500
Internal Services		724,000		614,000		649,000		563,000
Total	\$	4,506,534	\$	4,913,943	\$	5,539,500	\$	5,789,500
								5.45 + 0.00 P1
Total Budgeted Positions	25	5.95 + 0.00 PT	25	.45 + 0.00 PT	2	5.45 + 0.00 PT	2	
			25	.45 + 0.00 PT	2	5.45 + 0.00 PT	2.	
GREENSPACE MANAGEMENT -			25	.45 + 0.00 PT FY 2022	2:	FY 2023	2:	FY 2024
GREENSPACE MANAGEMENT -		FUND	25		2:		2:	FY 2024 Proposed
GREENSPACE MANAGEMENT - Expenditure Area		FUND FY 2021	25	FY 2022	2:	FY 2023	2:	Proposed 1,786,000
GREENSPACE MANAGEMENT - Expenditure Area Salaries & Benefits		FUND FY 2021 Actual	25	FY 2022 Actual	2:	FY 2023 Adopted	2:	Proposed 1,786,000
GREENSPACE MANAGEMENT - Expenditure Area Salaries & Benefits Operating Expenditures		FUND FY 2021 Actual 1,384,487	25	FY 2022 Actual 1,480,900	2:	FY 2023 Adopted 1,709,000	2:	Proposed 1,786,000 2,719,400
Expenditure Area Salaries & Benefits Operating Expenditures Internal Services	GENERAL	FUND FY 2021 Actual 1,384,487 1,633,381	25	FY 2022 Actual 1,480,900 1,908,138	2:	FY 2023 Adopted 1,709,000 3,064,000	2:	Proposed 1,786,000 2,719,400 1,144,000
Total Budgeted Positions GREENSPACE MANAGEMENT - Expenditure Area Salaries & Benefits Operating Expenditures Internal Services Capital Total		FUND FY 2021 Actual 1,384,487 1,633,381 449,000	\$	FY 2022 Actual 1,480,900 1,908,138 538,000	\$	FY 2023 Adopted 1,709,000 3,064,000 620,000	\$	_

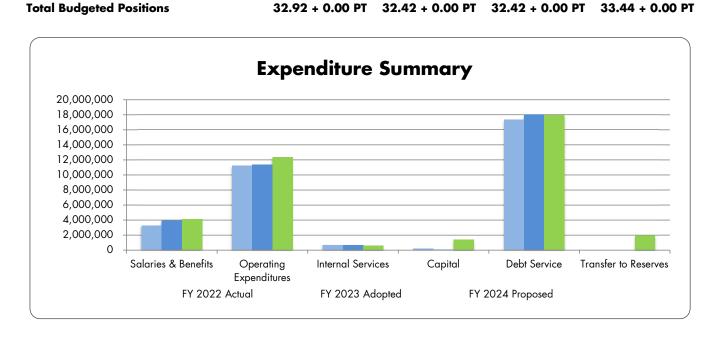
_	FY 2021	FY 2022	FY 2023		FY 2024
Revenue Area	Actual	Actual	Adopted		Proposed
Water User Fees	32,816,479	37,017,807	35,545,000		41,904,000
Fire Lines	453,667	465,422	439,000		486,000
Interest	331,500	424,516	247,500		1,388,000
Utility Penalties	148,736	293,276	238,000		181,000
Miscellaneous Water Revenues	1,333,813	549,321	107,500		225,000
Total	\$ 35,084,194	\$ 38,750,342	\$ 36,577,000	\$	44,184,000
Expenditure Area Salaries & Benefits	5,143,490	4,282,810	5,176,000		5,381,000
Operating Expenditures	18,657,003	22,755,023	24,369,000		29,264,000
Internal Services	965,158	1,093,874	2,056,000		2,163,000
Capital	569,313	379,573	612,000		633,000
•	5,250,016	6,059,922	4,364,000		4,365,000
Debt Service	^	0	0		2,378,000
Debt Service Transfer to Reserves	0			\$	44,184,000
	\$ 30,584,980	\$ 34,571,202	\$ 36,577,000	Þ	44,104,000



DEPARTMENT FINANCIAL SUMM	ARY - SE	WER						
		FY 2021		FY 2022		FY 2023		FY 2024
Revenue Area		Actual		Actual		Adopted		Proposed
Sewer User Fees		48,776,569		54,555,479		53,126,000		58,927,000
Sewer Fees - Outside Users		3,121,619		3,210,698		3,694,000		3,488,000
Utility Penalties		148,736		293,276		238,000		181,000
Interest		331,500		424,516		247,500		1,388,000
Miscellaneous Sewer Revenues		1,327,631		566,704		90,500		117,000
Total	\$	53,706,054	\$	59,050,672	\$	57,396,000	\$	64,101,000
Expenditure Area								
Salaries & Benefits		3,379,880		2,914,710		3,508,000		3,734,000
Operating Expenditures		36,993,015		36,771,200		44,262,000		49,084,000
Internal Services		1,813,218		2,240,618		2,156,000		2,123,000
Capital		384,043		329,247		59,000		2,334,000
Debt Service		7,554,901		9,089,883		6,825,000		6,826,000
Transfer to Reserves		0		0		586,000		0
Total	\$	50,125,058	\$	51,345,658	\$	57,396,000	\$	64,101,000
Revenues Less Expenditures	\$	3,580,997	\$	7,705,014	\$	0	\$	0
Total Budgeted Positions	29	9.24 + 0.00 PT	29	9.74 + 0.00 PT	2	9.74 + 0.00 PT	3	0.66 + 0.00 P



DEPARTMENT FINANCIAL SUMMA	RY - ST	ORM WATER			
		FY 2021	FY 2022	FY 2023	FY 2024
Revenue Area		Actual	Actual	Adopted	Proposed
Storm Water Fees		32,133,712	32,858,524	33,886,000	37,287,000
Interest		258,806	381,489	217,000	1,176,000
Miscellaneous Storm Water Revenues		32,027	225,309	0	0
Total	\$	32,424,545	\$ 33,465,322	\$ 34,103,000	\$ 38,463,000
Expenditure Area					
Salaries & Benefits		4,040,740	3,274,771	3,932,000	4,124,000
Operating Expenditures		10,304,734	11,225,693	11,390,000	12,362,000
Internal Services		618,912	703,000	700,000	632,000
Capital		127,290	214,968	75,000	1,420,000
Debt Service		16,521,124	17,343,601	18,006,000	17,961,000
Transfer to Reserves		0	0	0	1,964,000
Total	\$	31,612,800	\$ 32,762,032	\$ 34,103,000	\$ 38,463,000
Revenues Less Expenditures	\$	811,746	\$ 703,290	\$ 0	\$ O



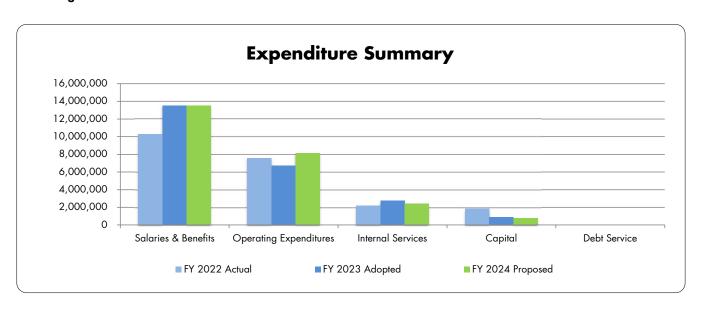
DEPARTMENT FINANCIAL SUMMAI	RY SA	NITATION			
Revenue Area		FY 2021 Actual	FY 2022 Actual	FY 2023 Adopted	FY 2024 Proposed
Franchise Fees		4,115,844	5,081,765	4,226,000	5,235,000
Franchise Fees - Right-of-Way		389,910	477,660	380,000	478,000
Trash Removal		48,170	99,410	48,000	105,000
Sanitation Fees		3,652,048	3,676,184	3,799,000	3,879,000
Sanitation Impact Fees		1,563,534	1,785,930	1,564,000	1,820,000
Roll Off Fees		912,623	1,188,959	907,000	1,189,000
Sanitation Fines		129,279	292,627	142,000	300,000
Contributions from Disposal		400,000	400,000	400,000	400,000
City Center RDA-Reimbursement		4,467,798	3,473,708	4,364,500	4,129,500
Parking		71,635	206,038	1,371,000	1,503,000
Interdepartmental Fees		406,529	1,268,841	391,000	341,000
North Beach CRA		0	0	0	100,000
Storm Water Contribution		858,000	957,000	819,000	778,000
Resort Tax Contribution		5,780,000	3,040,000	3,969,000	3,152,000
Interest Earnings		67,758	87,630	56,000	274,000
Miscellaneous Sanitation Revenues		1,708,404	300,192	27,500	112,500
Fund Balance/Retained Earnings		0	0	1,396,000	993,000
Total	\$	24,571,530	\$ 22,335,944	\$ 23,860,000	\$ 24,789,000
Expenditure Area					
Salaries & Benefits		11,846,814	10,270,886	13,511,500	13,489,000
Operating Expenditures		6,354,673	7,577,223	6,733,500	8,117,000
Internal Services		2,154,082	2,174,342	2,724,000	2,415,000
Capital		434,278	1,810,999	891,000	768,000
Debt Service		1 <i>7</i> ,111	0	0	0
Total	\$	20,806,958	\$ 21,833,450	\$ 23,860,000	\$ 24,789,000

Total Budgeted Positions

Revenues Less Expenditures

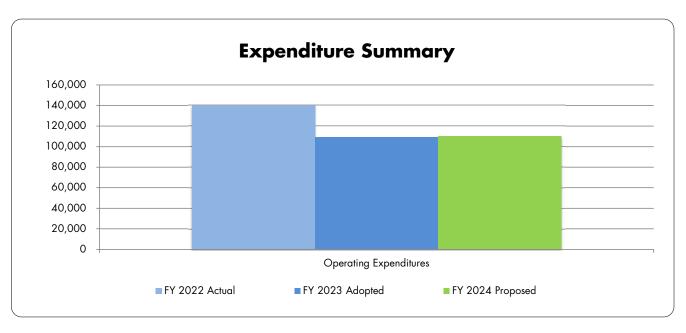
154.50 + 1.50 PT 160.80 + 1.50 PT 159.80 + 1.50 PT 151.81 + 1.50 PT

502,494 \$



3,764,573 \$

DEPARTMENT FINANCIAL SUMMARY - WASTE HAULERS												
Revenue Area		FY 2021 Actual		FY 2022 Actual		FY 2023 Adopted		FY 2024 Proposed				
Contributions - Hazardous Waste		60,000		60,000		60,000		60,000				
Contributions - Recycling Containers		39,100		39,100		39,100		39,100				
Contributions - Security Guards		8,000		8,000		8,000		8,000				
Miscellaneous		0		1,540		0		0				
Fund Balance/Retained Earnings		0		0		1,900		2,900				
Total	\$	107,100	\$	108,640	\$	109,000	\$	110,000				
Expenditure Area												
Operating Expenditures		67,813		139,977		109,000		110,000				
Total	\$	67,813	\$	139,977	\$	109,000	\$	110,000				
Revenues Less Expenditures	\$	39,287	\$	(31,337)	\$	0	\$	0				
Total Budgeted Positions	0.	.00 + 0.00 PT		0.00 + 0.00 PT		0.00 + 0.00 PT		0.00 + 0.00 PT				



BUDGET HIGHLIGHTS

• A significant component of the increase in personnel expenditures for all departments is attributed to increases in employee-related costs that include a three percent cost of living adjustment effective April 2024, excluding the American Federation of State, County, and Municipal Employees (AFSCME) which is effective May 2024, as well as a maximum of three percent merit increase for all employees, except members of the Fraternal Order of Police (FOP) and International Association of Fire Fighters (IAFF) which include a five percent step increase. Merit and step increases apply within existing pay ranges. A ten percent increase in the City's premiums for health insurance for all employees is also included.

General Fund

- Personnel services expenditures increased by \$374,000, or 4.5%. This is primarily due to increases in salaries and wages and health and life insurance resulting from applicable merit increases, cost of living adjustments, and increases in the City's premiums for health and life insurance budgeted for all employees in FY 2024.
- Operating expenditures decreased by \$100,000, or 1.7%, primarily due to a decrease in costs for citywide grounds maintenance for rights-of-way, parking facilities, and coastal areas totaling \$213,500. This decrease was, however, partially offset by an increases in other operating expenditures of \$113,500, which includes electricity and enhancements further detailed below.
- Internal services expenditures increased by \$561,000 due to increases in Central Services, Property Management, Fleet Management, and Risk Management services totaling \$737,000 combined. These increases were partially offset by decreases in Information Tchnology services and OIG funding totaling \$176,000 combined.

Public Works - Water

 Personnel services expenditures increased by \$205,000, or 4.0%. This is primarily due to increases in salaries and wages resulting from applicable merit increases and cost of living adjustments budgeted in FY 2024, as well as increases in the City's premiums for health insurance budgeted in FY 2024 for all employees and position enhancements further detailed below.

BUDGET HIGHLIGHTS CONT'D

- Operating expenditures increased by \$4,895,000, or 20.1%. This is primarily due to an increase in wholesale water purchased from Miami-Dade County of \$3,591,000 that is based on current year consumption trends and an increase in the rates for water purchased. Also included is a \$823,000 increase in the budgeted set aside for renewal and replacement of water capital assets based on existing assets, as well as other increases totaling \$481,000 that include DERM fees and administration fees charged by the General Fund.
- Debt service expenditures increased by \$1,000 based on the current debt repayment schedule of outstanding debt issued for ongoing water infrastructure improvement projects.
- Internal services expenditures increased by \$107,000, or 5.2%, due to increases in Fleet Management, Risk Management, and Information Technology services totaling \$165,000, which were partially offset by decreases in Central Services, Property Management, and OIG funding totaling \$58,000.
- Capital expenditures increased by \$21,000, or 3.4%, based on vehicles, machinery, and equipment scheduled for replacement in FY 2024 per Fleet Management.
- Transfer to reserves increased by \$2,378,000 based on projected revenues in excess of expenditures for FY 2024.

Public Works - Sewer

- Personnel services expenditures increased by \$226,000, or 6.4%. This is primarily due to increases in salaries and wages resulting from applicable merit increases and cost of living adjustments budgeted in FY 2024, as well as increases in the City's premiums for health insurance budgeted in FY 2024 for all employees and position enhancements further detailed below.
- Operating expenditures increased by \$4,822,000, or 10.9%, primarily due to an increase in wastewater treatment services provided by Miami-Dade County of \$6,745,000 that is based on current year trends and an increase in the rates for treatment services provided by Miami-Dade County for FY 2024 and increases in other miscellaneous operating expenditures totaling \$47,000 based on anticipated department needs in FY 2024. These increases were, however, partially offset by a decrease in the budgeted set aside for funded renewal and replacement of \$1,970,000 based on projected funding available to be set aside in FY 2024.

BUDGET HIGHLIGHTS CONT'D

- Debt service expenditures increased by \$1,000 based on the current debt repayment schedule of outstanding debt issued for ongoing sewer infrastructure improvement projects.
- Internal services expenditures decreased by \$33,000, or 1.5%, due to decreases in Property Management, Fleet Management, Information Technology, and OIG funding totaling \$130,000, which were largely offset by an increase in Risk Management services of \$97,000.
- Capital expenditures increased by \$2,275,000 due to several enhancements that are further detailed below totaling \$1,893,000, as well as a \$382,000 increase based on vehicles, machinery, and equipment that are scheduled for replacement in FY 2024 per Fleet Management.

Public Works - Storm Water

- Personnel services expenditures increased by \$192,000, or 4.9%. This is primarily due to increases in salaries and wages resulting from applicable merit increases and cost of living adjustments budgeted in FY 2024, as well as increases in the City's premiums for health insurance budgeted in FY 2024 for all employees and position enhancements further detailed below.
- Operating expenditures increased by \$972,000, or 8.5%, due
 to an increase of \$450,000 in the budgeted set aside for renewal
 and replacement of storm water assets based on existing storm
 water assets, \$300,000 in storm water enhancements further
 detailed below, and \$222,000 in other storm water operating
 expenditures based on anticipated department needs in FY
 2024.
- Debt service expenditures decreased by \$45,000, or 0.2%, based on the current debt repayment schedule of outstanding debt issued for ongoing storm water infrastructure improvement projects.
- Internal services expenditures decreased by \$68,000, or 9.7%. This is due to decreases in Central Services, Property Management, Fleet Management, Information Technology, and OIG funding totaling \$96,000, which were partially offset by an increase in Risk Management services of \$28,000.

BUDGET HIGHLIGHTS CONT'D

- Capital expenditures increased by \$1,345,000 primarily due to several enhancements further detailed below totaling \$950,000, as well as a \$395,000 increase based on machinery, vehicles, and equipment scheduled for replacement in FY 2024 per Fleet Management.
- Transfer to reserves increased by \$1,964,000 based on projected revenues in excess of expenditures for FY 2024.

Sanitation

- Personnel services expenditures decreased by \$22,500. This is primarily due to the realignment of \$652,000 in salaries and benefits to contracted temporary labor services, which is largely offset by increases attributed to several Sanitation enhancements further detailed below, applicable merit increases and cost of living adjustments budgeted in FY 2024, and increases in the City's premiums for health insurance budgeted for all employees in FY 2024.
- Operating expenditures increased by \$1,383,500 primarily due to an increase of \$1,039,000 in contracted temporary labor services to ensure adequate staffing based on current demand, which includes the realignment of funding from salaries and benefits previously mentioned. Other increases totaling \$344,500 include adjustments for recycling services provided by Miami-Dade County and residential solid waste bulk services, among other things.
- Internal services expenditures decreased by \$309,000 primarily due to decreases in Central Services, Property Management, Fleet Management, Information Technology, and OIG funding totaling \$376,000, which were partially offset by an increase in Risk Management services of \$67,000.
- Capital expenditures decreased by \$123,000, or 13.8%, primarily due to a decrease of \$565,000 based on vehicles, machinery, and equipment scheduled for replacement in FY 2024 per Fleet Management. This decrease was, however, largely offset by an increase of \$115,000 for critical renovations needed in the Sanitation facility, as well as several enhancements that are further detailed below totaling \$327,000.

BUDGET HIGHLIGHTS CONT'D

Sanitation - Waste Haulers

 The FY 2024 budget increased by \$1,000, or 0.9%, due to an increase in the living wage rates, as further detailed in the enhancement below.

FY 2024 Enhancements

Public Works - General Fund

- The FY 2024 budget includes a \$183,000 recurring enhancement for contracted emergency landscaping services. The Greenspace Management Division of the Public Works Department needs additional manpower to remain effective in addressing constituency needs (public safety, emergency tree work, site restoration, etc.) found during the fiscal year and requiring immediate attention from staff. This request will increase the ancillary component of the existing citywide grounds maintenance agreement in the Public Works Department's operating budget to provide for additional services, as needed, during the fiscal year.
- The FY 2024 budget includes a \$16,000 recurring enhancement for GIS near map services. The City's GIS Division has historically used Miami-Dade County's aerial imagery as a base map that is shared with all Departments. By switching to NearMap the City would have current imagery no more than 6 months old as well as imagery available immediately after a major event. In addition, it would allow users to compare current and any historical imagery side by side as needed.
- The FY 2024 budget includes a \$41,000 recurring enhancement for cat program supplies. This enhancement is to fund required adoption supplies as there is a minimum standard of health required from the state, adopters, and rescue partners to place cats. These services require cleaning/Vet Tech assistance, food, litter, air filters, transportation of cats, gloves, fecal test supplies, medication, emergency healthcare services, vaccines, deworming medications, one-way doors for crawl spaces (to seal and not kill animals), fire alarm monitoring, and extinguisher service.
- The FY 2024 budget includes a \$21,000 recurring enhancement to increase the total minimum living wage rate from the current rate of \$15.61 per hour, including health benefits, to \$16.08 per hour, including health benefits, effective January 1, 2024.

BUDGET HIGHLIGHTS CONT'D

Public Works - Water

- The FY 2024 budget includes a \$100,000 recurring enhancement for engineering consulting support services for water projects citywide. This enhancement request for contracted engineering consulting services would be utilized by the Public Works Department to meet regulatory driven requirements associated with unforeseen water infrastructure operations and maintenance needs. These services would also provide for the development of plans and other documents necessary to perform retrofits, repairs, and any other modifications.
- The FY 2024 budget includes a \$57,000 recurring enhancement for Full-Time Control Room Operator positions (Split-funded between Water, Sewer, and Storm Water). Due to the increased responsibilities placed on the Public Works control room, additional Control Room Operator positions are needed to keep up with the current demands of the daily, weekly, monthly, and annual operations of the control room, which include the implementation of Smart City lighting and supervisory control and data acquisition (SCADA) for the entire sanitary sewer, water, and stormwater pump stations, as well as responding to stakeholders. The control room has become the central pulse of every department within the City of Miami Beach by providing a 24/7 operation and these additional positions will assist the Public Works Department in providing the services requested from stakeholders.
- The FY 2024 budget includes a \$13,000 recurring enhancement for the addition of full-time Permit Ombudsman position (splitfunded) to assist residents as they navigate the City's permitting process across several departments. This position will also assist residents with questions they have regarding the process, assist with public outreach, and provide awareness and suggestions to resolve process issued identified.

Public Works - Sewer

- The FY 2024 budget includes a \$300,000 one-time enhancement for emergency portable 240 KW backup generators. These emergency portable 240 KW backup generators provide backup power to the sewer pump stations in the event of an FPL outage and hurricane events citywide. Currently, the Sanitary Sewer Division has three 240 KW back-up generators available.
- The FY 2024 budget includes a \$300,000 one-time enhancement for 10-inch and 6-inch sewer bypass pumps. These emergency portable by-pass pumps connect to the sewer pump stations in the event of an FPL outage or hurricane events and prevent station down time to ensure constant flow of the sewer system.

BUDGET HIGHLIGHTS CONT'D

- The FY 2024 budget includes a \$125,000 one-time enhancement
 for Ford F-550 truck utility bed with crane. This Ford F-550 vehicle with utility bed and crane will be primarily used in the maintenance and repair of sewer pump stations Citywide.
- The FY 2024 budget includes a \$1,168,000 recurring enhancement for two vacuum trucks. This request will allow for the Sanitary Sewer Division to purchase two additional vacuum trucks in FY 2024, which is in addition to the one additional vacuum truck purchased in FY 2023 that will help maximize the productivity of the department to assist in the betterment of the operation, public health and safety, prevention of sanitary overflows, and water quality in Biscayne Bay.
- The FY 2024 budget includes a \$100,000 recurring enhancement for engineering consulting support services for sewer projects citywide. This enhancement request for contracted engineering consulting services would be utilized by the Public Works Department to meet regulatory driven requirements associated with unforeseen sanitary sewer infrastructure operations and maintenance needs. These services would also provide for the development of plans and other documents necessary to perform retrofits, repairs, and any other modifications.
- The FY 2024 budget includes a \$57,000 recurring enhancement for Full-Time Control Room Operator positions (Split-funded between Water, Sewer, and Storm Water). Due to the increased responsibilities placed on the Public Works control room, additional Control Room Operator positions are needed to keep up with the current demands of the daily, weekly, monthly, and annual operations of the control room, which include the implementation of Smart City lighting and supervisory control and data acquisition (SCADA) for the entire sanitary sewer, water, and stormwater pump stations, as well as responding to stakeholders. The control room has become the central pulse of every department within the City of Miami Beach by providing a 24/7 operation and these additional positions will assist the Public Works Department in providing the services requested from stakeholders.

Public Works - Storm Water

• The FY 2024 budget includes a \$500,000 one-time enhancement for emergency portable backup generators. These portable emergency 350 KW backup generators provide backup power to the stormwater pump stations in the event of an FPL outage and hurricane events to prevent flooding. Based on current operational needs throughout the City, this enhancement is being requested to fund the purchase of one additional 350 KW generator and one 500 KW generator to provide power to stormwater pump stations, if needed, anywhere in the City in the event of an FPL outage and/or hurricane event.

BUDGET HIGHLIGHTS CONT'D

- The FY 2024 budget includes a \$300,000 one-time enhancement for variable frequency drive replacements. Most of the Stormwater pump stations are equipped with variable frequency drives (VFDs) or soft starters to adapt the efficiency of the pumps to flow variations. However, the City has been facing issues with this equipment due to the instant response required from the pumps when there are heavy rain events, as well as issues related to surge and overheating of the cabinets. This often results in the complete inability of one or more pumps at a given Stormwater station to function properly resulting in a high risk of flooding and costly repairs. As a result, this enhancement is being requested to upgrade the electrical components of the existing Stormwater pump stations with a more reliable solution.
- The FY 2024 budget includes a \$57,000 recurring enhancement for Full-Time Control Room Operator positions (Split-funded between Water, Sewer, and Storm Water). Due to the increased responsibilities placed on the Public Works control room, additional Control Room Operator positions are needed to keep up with the current demands of the daily, weekly, monthly, and annual operations of the control room, which include the implementation of Smart City lighting and supervisory control and data acquisition (SCADA) for the entire sanitary sewer, water, and stormwater pump stations, as well as responding to stakeholders. The control room has become the central pulse of every department within the City of Miami Beach by providing a 24/7 operation and these additional positions will assist the Public Works Department in providing the services requested from stakeholders.
- The FY 2024 budget includes a \$450,000 recurring enhancement for replacement of stormwater submersible pumps. This enhancement is being requested to fund the replacement of various size submersible pumps for the Stormwater Division's pump stations, which range in size from 30 horsepower up to 125 horsepower. Due to the conditions these pumps operate under (saltwater), they are failing at a higher rate than normal and are a main component for the proper operation of the stormwater pump stations throughout the City to prevent streets from flooding.

BUDGET HIGHLIGHTS CONT'D

Public Works - Sanitation

- The FY 2024 budget includes a \$161,000 one-time enhancement for a multi-hog sweeper/cleaner. This enhancement is being requested for the purchase of one additional multi-hog sweeper/ cleaner that will allow ground crews to remove litter, trash, sand, and organic material much more efficiently and expeditiously, as well as serve as a back-up for the other multi-hog sweeper/ cleaner if the need arises.
- The FY 2024 budget includes a \$75,000 recurring enhancement for leaf blowers. On May 17, 2017, the Mayor and City Commission adopted Resolution No. 2017-29867 requiring the transition of gas blowers to non-gas powered leaf blowers for all City landscape operations. Currently, the Sanitation Division of the Public Works Department has approximately 50 electric blowers. Based on the City's planned phase-in for the use of electric leaf blowers, this enhancement request would fund the purchase of another 24 electric leaf blowers at an estimated cost of approximately \$3,125 per unit.
- The FY 2024 budget includes a \$121,000 recurring enhancement for a Full-Time Cat Trapper position. Based on direction received, this request from the Sanitation Division of the Public Works Department is to allocate funding for a full-time Cat Trapper position to operate during the late-night and/or early-morning hours when the community cats are most active. In addition to providing cat trapping services in support of the TNVR program, this position will work in conjunction with the existing the Cat Coordinator position to assist with the recruitment, education, and training of new volunteer cat trappers as they become available.
- The FY 2024 budget includes a \$300,000 recurring enhancement for a additional temporary staffing services citywide. This enhancement is being requested to increase funding for contracted temporary labor services to maintain enhanced late night cleanlines services in the Art Deco Cultural District (ADCD), as well as additional funding for services provided during special events that have increased significantly compared to previous years.
- The FY 2024 budget includes a \$1,000 recurring enhancement for the addition of full-time Permit Ombudsman position (splitfunded) to assist residents as they navigate the City's permitting process across several departments. This position will also assist residents with questions they have regarding the process, assist with public outreach, and provide awareness and suggestions to resolve process issued identified.

BUDGET HIGHLIGHTS CONT'D

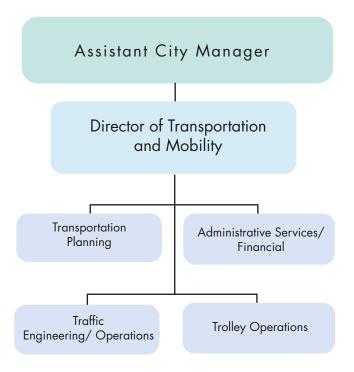
- The FY 2024 budget includes a \$73,000 recurring enhancement for two Full-Time Customer Service Representative positions for customer service related to solid waste services. At the recommendation of the Finance and Economic Resiliency Committee at its March 31, 2023 meeting, the Sanitation Division of the Public Works Department is requesting two full-time Customer Service Representative positions to assist with the anticipated call volume from residents' inability to get in contact with brokers for solid water services for multi-family residential units. These positions would be responsible for providing direct customer service involving the handling of citizens concerns relating to solid waste services, as well as providing customers with information on possible solutions for their concerns.
- The FY 2024 budget includes a \$49,000 recurring enhancement for a Full-Time Solid Waste Contract Compliance Administrator position. As discussed at the Finance and Economic Resiliency Committee meeting on March 31, 2023, this request from the Sanitation Division of the Public Works Department is for the creation of a full-time Solid Waste Contract Compliance Administration position to be responsible for planning, developing, and managing the operations, initiatives, programs, and projects of the Sanitation Division. This would include overseeing contracts for service, cleanup efforts of all types of illegal dumping and litter, public education and outreach, and other programs to reduce solid waste generation.
- The FY 2024 budget includes a \$106,000 recurring enhancement for a Full-Time Sanitation Operations Supervisor position. This enhancement is being requested by the Sanitation Division of the Public Works Department for an additional full-time Sanitation Operations Supervisor position to supervise the existing pressure washing crews that provide cleaning services across multiple garages throughout the City on a daily basis. In addition, demand for pressure washing and cleaning services in certain corridors of the City has increased. This position will provide additional operational support needed to address the increased demand for these services.
- The FY 2024 budget includes a \$61,000 recurring enhancement to increase the total minimum living wage rate from the current rate of \$15.61 per hour, including health benefits, to \$16.08 per hour, including health benefits, effective January 1, 2024.

Sanitation - Waste Haulers

• The FY 2024 budget includes a \$1,000 recurring enhancement to increase the total minimum living wage rate from the current rate of \$15.61 per hour, including health benefits, to \$16.08 per hour, including health benefits, effective January 1, 2024.

DEPARTMENT MISSION STATEMENT

We oversee the safe and efficient movement of Miami Beach residents and visitors through an interconnected transportation system that emphasizes mobility, livability, accessibility, and alternative modes of travel. We strive to support the City in its effort to achieve environmental and economic sustainability, while improving the quality of life for all who live, work, and play in our vibrant, tropical, community.



DEPARTMENT DESCRIPTION

Formed by the Mayor and City Commission in April 2014, the department focuses on transportation planning, traffic engineering/operations as well as transit service planning and operations. The accomplishment of our mission depends on effective collaboration with state and county agencies with jurisdictional authority over major roadways, traffic control/signalization and transit service in Miami-Dade County, including incorporated municipalities.

In addition to overseeing the Miami Beach Citywide Trolley System, the Transportation and Mobility Department is charged with implementing the Transportation Master Plan as well as the Bicycle-Pedestrian Master plan approved by the City Commission. These plans reflect the City's adopted modal strategy, which prioritizes pedestrians, transit, and bicycles over private automobiles.

DEPARTMENT DESCRIPTION CONT'D

The Miami Beach trolley system consists of four routes: North Beach Trolley, Collins Express, Mid Beach Trolley and South Beach Trolley. The City's trolley service is operated as a turnkey service by a contractor with oversight from the department. The trolley service is supplemented by a free ecofriendly, on-demand transit service operated by a private contractor.

A traffic monitoring contractor monitors traffic conditions throughout the City and in-house staff makes real-time adjustments to signal timing as needed. The staff also coordinates with first responders, including Police, Fire, and Emergency Management on various incidents to mitigate congestion. The department works with Marketing and Communications to disseminate real-time traffic information to the community and motoring public. The department commenced the installation of new state-of-the-art technology in phases beginning in August 2022 as part of the Intelligent Transportation System and Smart Parking System Project. This will allow the department to more efficiently manage congestion on major thoroughfares while managing parking demand within the City.

FISCAL ENVIRONMENT

Current funding sources for transportation projects and the use of these funds (i.e., for capital or operating expenditures) are listed below:

City's Share of Half Cent Transit Surtax (People's Transportation Plan)

In 2002, Miami-Dade County voters approved by referendum a half-penny surtax to fund transportation projects. Per ordinance, the County distributes 20% of surtax proceeds to municipalities for transportation and transit projects.

Uses: Trolley operations and maintenance

 1% Resort Tax (split between Quality of Life (30%), Transportation (60%), and Arts (10%)

Uses: Balance of the trolley operations, professional services and department operating expenditures

- Mobility Fee (replaced Transportation Concurrency Mitigation)
 Uses: One-time capital expenditures for projects recommended in the Transportation Master Plan
- Advertising Revenues

Derived from advertising on the exterior of the trolley vehicles, and on bus shelters

Uses: Department operating expenditures

FISCAL ENVIRONMENT CONT'D

• Transportation Capital Trust Fund

The City Commission-approved Transportation Capital Trust Fund requires that 20% of one-time capital contributions be deposited into the fund. While the annual contribution may not be large, it is anticipated that the fund would grow over time. Together with other funding sources, the Capital Trust Fund will help pay for important transportation projects.

Uses: General one-time transportation expenditures

Grants

Capital and operating funds received from federal and state discretionary grant programs, including Florida Department of Transportation (FDOT) Transit Service Development and the FDOT Transportation Alternatives grant programs, are used to offset funding from various sources as appropriate

Given that the department's budget relies heavily on the 1% Resort Tax, the department's revenues have been steadily increasing since fiscal year 2022. It is essential to identify new funding sources for the department to achieve strategic goals such as becoming a less car-centric City while increasing pedestrian, bicycle, and transit use, thereby improving mobility for all modes of transportation throughout the City.

Since fiscal year 2020, the department no longer receives an allocation from the Parking Fund to subsidize its operating budget. Given that the department's budget relies heavily on the 1% Resort Tax, the department significantly reduced or eliminated personnel, cut back on citywide trolley services and traffic monitoring/management services in fiscal years 2021 and 2022. In fiscal year 2022, the department recovered the positions lost in fiscal year 2020 given that traffic conditions and mobility challenges, particularly during high-impact periods, had returned to pre-2020 levels and the department's workload had increased significantly.



STRATEGIC ALIGNMENT

Main Vision Area:

Mobility

Management Objectives:

Mobility

- o Increase multi-modal mobility citywide and connectivity regionally improving transportation equity by implementing the Transportation Master Plan and leveraging state and federal plans and funds. Support access to a quality, regional workforce through improved transportation options to the mainland.
- Address traffic congestion through solutions such as Intelligent Transportation System (ITS); targeting loading, ride share, and any other mobility disruption
- Improve the walking and biking experience by providing safe, properly lit, shaded and well-maintained bike lanes, sidewalks, Beachwalk and Baywalk

Prosperity

 Revitalize targeted areas and increase investment through master plans and business vibrancy efforts as well as core services like safety and code enforcement. Better leverage our assets and parking lots. Areas include North Beach, Ocean Drive, 41 Street, Lincoln Road and Washington Avenue.

Organizational Innovation

 Support all objectives to improve strategic decision making and financial stewardship, making the city more business friendly and user friendly, with an employee culture of problem solving and engagement

Strategic Plan Actions:

- COMPLETE Ocean Drive renovation, activation and programming underway
- **IMPLEMENT** Ocean Drive Pedestrian Promenade 13 Street to 14th Place
- **CONTINUE** implementing the Transportation Master Plan
- IMPLEMENT bus rapid transit on the Julia Tuttle Causeway
- FACILITATE bus rapid transit on the MacArthur Causeway
- PILOT test a subsidized Water Taxi Program

Budget Enhancement Actions:

- Beachwalk Safety Enhancements
- Traffic Signal Optimization Pilot Project
- Water Taxi Subsidy Pilot Program



BUSINESS ENVIRONMENT

The Transportation and Mobility Department deals directly with community members, stakeholders, contracted service providers, internal stakeholders, and external transportation partners. Department staff provides technical expertise and support to multiple city departments, while delivering project updates to neighborhood groups, advisory committees as well as the City Commission.

The overall regulatory environment is expected to remain stable as continued working relationships with transportation partners remain important. One significant change to the regulatory environment has been the adoption of the Miami-Dade County SMART Plan for transit expansion and the recent decision by the County to pursue a Metromover extension for the Beach Corridor (Baylink) project connecting downtown Miami and Miami Beach via the MacArthur Causeway. To this end, the department is working closely with Miami-Dade County to advance SMART Plan projects in Miami Beach, including the Beach Corridor Rapid Transit project (Bay Link) and Bus Express Rapid Transit (BERT) routes on the Julia Tuttle and MacArthur causeways.

Specialized contracted services continue to help the department provide services to the community, such as Miami Beach trolley services, traffic monitoring/management services, and traffic control device installation and maintenance services. The department relies heavily on consultant support to conduct transportation planning and feasibility studies, traffic engineering/operational studies, and related design development. These activities have helped move multiple Transportation Master Plan projects and other valuable projects forward.

Feedback from the customers identified above is regularly solicited and used to address pedestrian, bicycle, and vehicular traffic safety issues in the field, improve trolley operations and customer service, identify best transportation planning practices to meet mode share goals, and provide internal City stakeholders and external transportation partners with the information they need to advance their projects.

The department relies on the support of other city departments to meet strategic objectives. Procurement input is critical to procuring and using contracted services. Collaborations with the Public Works Department and the Office of Capital Improvements Projects to implement bicycle and pedestrian safety improvements as part of routine maintenance, right-of-way/neighborhood improvement projects, and stormwater resiliency projects provide a significant efficiency for the City. The Marketing and Communications Department has been key to implementing our bicycle safety campaign, promoting the City's Trolley service, designing signage for transportation initiatives, and coordinating community outreach for transportation studies as well as active and planned mobility improvements. The Parking Department provides support in the

BUSINESS ENVIRONMENT CONT'D

installation of pavement markings, signage, and safety devices for temporary or permanent projects. The Transportation and Mobility Department and its contractor collaborate with Police and Fire Communications Division, the Communications Department, and the FDOT Traffic Management Center as part of the citywide Traffic Monitoring/Management services, particularly during high impact periods and major events.

SIGNIFICANT ACCOMPLISHMENTS

- Completed design and commenced construction of new bus shelters and street furniture at no cost to the City under a revenue-sharing agreement
- Secured County approval for the reconfiguration of Ocean Drive including a pedestrian promenade and protected bicycle path



- Implemented Slow Streets 2.0 Pilot Program in the Flamingo Park neighborhood
- Implemented the South Beach Promenade/Española Way East tactical urbanism improvements
- Completed design of the G.O. Bond Bayshore Neighborhood Traffic Calming, Normandy Drive Traffic Calming, and Palm View Traffic Calming projects
- Implemented temporary traffic calming in the South of Fifth neighborhood

CRITICAL SUCCESS FACTORS

- Communication and responsiveness to the public is critical to departmental success. The department would like residents to support new projects as they come online. We want to assure residents that the department is responsive to traffic, safety and mobility-related concerns.
- Continued internal partnerships with City departments are critical to departmental success. Implementing bicycle and pedestrian safety improvements during large scale roadway and stormwater resilience projects is one way to ensure cost effective implementation. This partnership also expedites interdepartmental plan reviews and approvals. In-house support in organizing community outreach has been extremely effective.
- Continued external partnerships with FDOT and Miami-Dade County Transportation and Public Works Department to ensure that City of Miami Beach projects are included in the FDOT Work Program, Miami-Dade County Long Range Transportation Plan and Transportation Improvement Program. This is also critical for the successful implementation of the Intelligent Transportation System/Smart Parking System/ Adaptive Traffic Signal Control Project on major thoroughfares in the City, many of which are state roads under FDOT jurisdiction. With the adoption of the County's SMART Plan, this partnership will be key to implementing any future regional rapid transit connections to Miami Beach.
- Continued contractual relationships with transportation service providers and transportation planning and engineering consultants are critical to departmental success
- Restoring service levels of the Miami Beach trolley to pre-2020 levels is critical to improving service reliability, reducing wait times, and enhancing citywide mobility
- Research, evaluation, and implementation of alternative multimodal transportation options – even if on a pilot/ demonstration basis – are critical to improving citywide mobility
- Continued professional development opportunities for department staff is critical to continued success in recruitment and retention of appropriately skilled personnel

FUTURE OUTLOOK

The Transportation and Mobility Department is exploring zero-emission technology options for its next generation municipal circulator service. Furthermore, the department is working with Miami-Dade County to secure a commitment from the County to deploy electric buses on Miami Beach transit routes. The Transportation and Mobility Department will continue to work with the County to improve regional bus service efficiency and connectivity to, from and within Miami Beach, as well as the integration of the City's trolley network.

Furthermore, the department collaborates with FDOT to ensure that future FDOT projects in the City address safety and mobility and include multimodal accommodations with a focus on pedestrian and bicycle network enhancements. The department is working with FDOT to include safety and multimodal enhancements in the future Alton Road reconstruction projects between Michigan Avenue and 63 Street, as well as the future projects on Collins Avenue between 26 Street and 63 Street.

The department will also focus on the implementation of important mobility projects, such as complete streets, protected bicycle lanes, shared-use paths, neighborhood greenways, short- and long-term bicycle parking, traffic calming, pedestrian priority zones, intermodal hubs, and improved bus shelters.

Expedited project delivery methods such as pilot/tactical urbanism demonstration projects, public-private partnerships, and piloting new/emerging technologies, such as autonomous/connected vehicles, will be explored and applied as appropriate.

PERFORMANCE PLAN HIGHLIGHTS

	Actuals	Actuals	2022 Actuals	2023 Target	2024 Target
Main Vision Area: Mobility					
Average headways Miami Beach Trolley South Beach Loop A	19.0	23.0	22.0	30.0	20.0
Average headways Miami Beach Trolley South Beach Loop B	20.0	25.0	26.0	30.0	20.0
Average headways Miami Beach Trolley Middle Beach Loop	1 <i>7</i> .0	25.0	26.0	30.0	20.0
Average headways Miami Beach Trolley Collins Express	15.0	22.0	23.0	30.0	15.0
Average headways Miami Beach Trolley North Beach Loop	16.0	31.0	30.0	30.0	20.0
On-time performance Miami Beach Trolley South Beach Loop A	83.0%	70.0%	80.0%	80.0%	80.0%
On-time performance Miami Beach Trolley South Beach Loop B	79.0%	74.0%	80.0%	80.0%	80.0%
On-time performance Miami Beach Trolley Middle Beach Loop	79.0%	78.0%	80.0%	80.0%	80.0%
On-time performance Miami Beach Trolley Collins Express	86.0%	76.0%	80.0%	80.0%	80.0%
On-time performance Miami Beach Trolley North Beach Loop	83.0%	74.0%	80.0%	80.0%	80.0%
Annual ridership of Miami Beach trolley service	1,128,615 ⁽¹⁾	847,080 (1)	2,294,453	2,500,000 (2)	2,962,000
Overall Miami Beach Transit Index (Mystery Rider) percent of Miami Beach trolley assessments meeting target of 2.0 ⁽³⁾	95%	N/A (4)	N/A (4)	90%	90%
Overall Miami Beach Transit Index (Mystery Rider) score for all routes (3)	1.3	N/A (4)	N/A ⁽⁴⁾	1.5 or lower	1.5 or lower
% of bus stops with shelters	35.0%	33.5%	34.0%	35.0%	90.0%
# of bicycle racks installed annually at locations identified in the BPMP, including garages, street-ends, dead zones, and community requests	49	38	69	50	50
% initiated of budgeted studies	100%	100%	66%	100%	100%
% Completion of TMP Priority 1 Projects (excluding multi-department right-of-way improvement projects)	50%	89%	80%	85%	95%
Number of bike/ped accidents per year ⁽⁵⁾	76	104	133	0	0
Average # of City of Miami Beach employees registered in the transit subsidy program	77	35 ⁽⁶⁾	59	50	65
Miles of New Bicycle Lanes, Shared Use-Paths and Neighborhood Greenways Implemented (cumulative)	*	36	44	44	50

^{*}Indicates measure was not tracked and/or conducted during reporting period

 $^{^{(1)}}$ Trolley loop temporarily suspended due to reduced staffing levels as a result of the COVID-19 pandemic

⁽²⁾ Based on actual ridership from October 2021-February 2022, extrapolated for a full year with a 20% increase

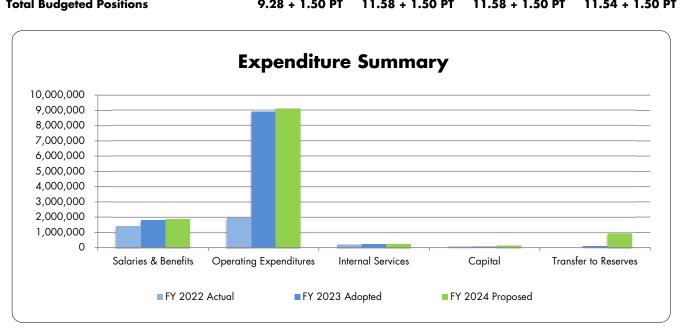
⁽³⁾ Based on Mystery Rider Transit Index that evaluates the level of service on the trolley system, with 1 being very well maintained and 6 being not maintained

^[4] As a result of changes implemented due to COVID-19, no FY 2021 actuals were reported due to the suspension of the program

⁽⁵⁾ According to United States Department of Transportation Bureau of Transportation Statistics: there are approximately 42 Pedestrian/Bicycle Crashes per 100,000 Population

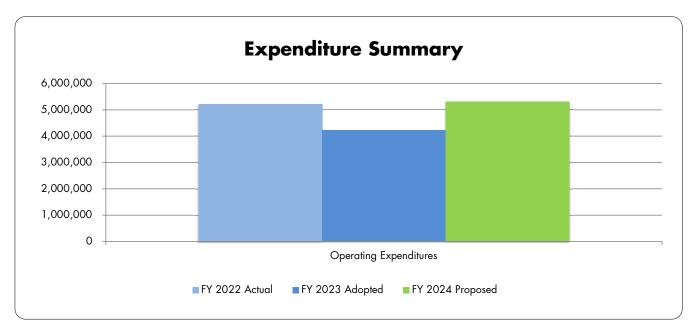
⁽⁶⁾ Transit Subsidy Program was suspended from March 2020 and resumed June 2021 when Miami-Dade County resumed transit services

Revenue Area	FY 2021 Actual	FY 2022 Actual	FY 2023 Adopted	FY 2024 Proposed
Resort Tax Quality of Life Funds	7,769,485	11,578,294	10,424,000	11,286,000
Charges for Services	433,101	816,202	574,000	904,000
Advertising/Other	196,274	108,314	100,000	100,000
Total	\$ 8,398,860	\$ 12,502,811	\$ 11,098,000	\$ 12,290,000
Expenditure Area				
Salaries & Benefits	1,402,608	1,428,048	1,804,000	1,861,000
Operating Expenditures	558,327	1,968,449	8,914,000	9,119,900
Internal Services	118,097	194,239	221,000	243,000
Capital	0	63,300	62,000	140,000
Transfer to Reserves	0	0	97,000	926,100
Total	\$ 2,079,032	\$ 3,654,036	\$ 11,098,000	\$ 12,290,000
Revenues Less Expenditures	\$ 6,319,828	\$ 8,848,775	\$ 0	\$ 0



		DEPARTMENT FINANCIAL SUMMARY - PEOI	PLE'S TRANSPORTATION PLAN
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		FY 2021	FY 2022	FY 2023	FY 2024
Revenue Area		Actual	Actual	Adopted	Proposed
Miami Dade County Half Penny Transit Surtax		4,099,191	5,229,857	4,227,000	5,316,000
Total	\$	4,099,191	\$ 5,229,857	\$ 4,227,000	\$ 5,316,000
Expenditure Area					
Operating Expenditures		4,238,231	5,212,999	4,227,000	5,316,000
Total	\$	4,238,231	\$ 5,212,999	\$ 4,227,000	\$ 5,316,000
Revenues Less Expenditures	\$	(139,041)	\$ 16,858	\$ 0	\$ 0
Total Budgeted Positions	C).00 + 0.00 PT	0.00 + 0.00 PT	0.00 + 0.00 PT	0.00 + 0.00 PT





BUDGET HIGHLIGHTS

• A significant component of the increase in personnel expenditures for all departments is attributed to increases in employee-related costs that include a three percent cost of living adjustment effective April 2024, excluding the American Federation of State, County, and Municipal Employees (AFSCME) which is effective May 2024, as well as a maximum of three percent merit increase for all employees, except members of the Fraternal Order of Police (FOP) and International Association of Fire Fighters (IAFF) which include a five percent step increase. Merit and step increases apply within existing pay ranges. A ten percent increase in the City's premiums for health insurance for all employees is also included.

Transportation Special Revenue Fund

- Personnel services expenditures increased by \$57,000, or 3.2%. This increase is primarily due to increases in salaries and wages and health insurance resulting from applicable merit increases, cost of living adjustments, and increases in the City's premiums for health and life insurance for all City employees budgeted in FY 2024.
- Operating expenditures increased by \$205,900, or 2.3%, due to several enhancements further detailed below totaling \$1,169,000 that were mostly offset by the realignment of existing trolley operating expenditures from the Transportation Fund to the People's Transportation Plan (PTP) Fund based on projected FY 2024 revenues that are earmarked for transit and roadway projects including trolley operations.
- Internal services expenditures increased by \$22,000, or 10.0%, primarily due to increases in Fleet Management, Property Management, Central Services, Risk Management, and OIG funding services totaling \$53,000 combined, which were partially offset by a decrease in Information Technology Services of \$31,000.
- Capital expenditures increased by \$78,000 based on vehicles, machinery, and equipment scheduled for replacement in FY 2024 per Fleet Management.
- Transfer to reserves increased by \$829,100 based on projected revenues in excess of expenditures for FY 2024.

BUDGET HIGHLIGHTS CONT'D

People's Transportation Plan (PTP) Special Revenue Fund

 The PTP budget increased by \$1,089,000 based on the City's current allocation of Half Penny Surtax fuel revenues projected to be received from Miami-Dade County for FY 2024, which are earmarked for transit and roadway projects including trolley operations.

FY 2024 Enhancements

Transportation Special Revenue Fund

- The FY 2024 budget includes a \$200,000 one-time enhancement for the Implementation of signage and pavement markings along the Beachwalk from South Pointe Drive to 87th Terrace consisting of the same signage and pavement markings as the existing Beachwalk pedestrian safety pilot project from 15th Street to 24th Street.
- The FY 2024 budget includes a \$300,000 one-time enhancement to fund a pilot project utilizing state-of-the-art traffic signal optimization software to optimize traffic signal timing and coordination along a major corridor (assuming 10 signalized intersections), which includes the optimization services and purchase and installation of electronic data collection devices (CCTV cameras) at all signalized intersections within the pilot corridor.
- The FY 2024 budget includes a \$600,000 one-time enhancement to subsidize a Water Taxi Pilot Program to provide an alternative mode of transportation for residents, visitors, and workforce using waterways between the City of Miami Beach and the City of Miami. Based on information received from Poseidon Ferry LLC, which operated ferry service between the City of Miami Beach and the City of Miami until 12/31/2022 and plans to resume service on 6/1/23, their annual operational cost is approx. \$600,000 (excluding docking fee) for one vessel operating 7 days per week with 1-hour headways from Sunday to Friday (from 7:30 am to 7:30 pm) and limited departures on Saturday.
- The FY 2024 budget includes a \$69,000 recurring enhancement to increase the total minimum living wage rate from the current rate of \$15.61 per hour, including health benefits, to \$16.08 per hour, including health benefits, effective January 1, 2024.

DEPARTMENT MISSION STATEMENT

We are a team of dedicated professionals whose mission is to provide our residents and visitors with the highest level of safety and security through the delivery of fire suppression, emergency medical services, disaster response, ocean rescue, fire prevention, public education programs, and public safety communications.

DEPARTMENT DESCRIPTION

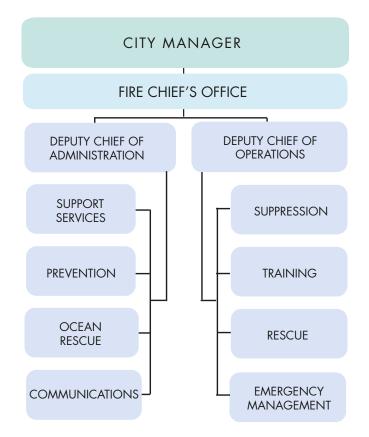
The Fire Administration section ensures a constant state of mission readiness through the efforts of the Fire Suppression Division, Fire Rescue Division, Fire Prevention Division, Support Services Division, Training Division, Ocean Rescue Division, Public Safety Communications Division, and the Division of Emergency Management.

Rapid and effective emergency services are provided to the community from one of four fire stations that are strategically located to allow response times to be within four to six minutes on medical calls or fire emergencies and up to eight minutes for additional units to arrive on the scene. Fire Administration and Support Services provide services from their own facilities. Ocean Rescue provides services from its headquarters and three auxiliary facilities to coordinate the preventive and rescue efforts of 38 lifeguard towers located along all publicly accessible beaches. Emergency Management operates from the Emergency Operations Center at Fire Station #2.

Significant Historical Events:

- Fire Department established in 1920
- Rescue Division established in October of 1966, signifying a shift from fire protection to fire and emergency medical rescue service
- Multiple large fires in the 1980s and the need to comply with state and local fire prevention codes led to an expansion and modernization of the Fire Prevention Division
- Merged with Beach Patrol (now Ocean Rescue Division) on May 16, 2004, further enhancing the Fire Department's capabilities and training opportunities
- Threat of weapons of mass destruction, terrorism, natural disasters, ocean rescues and hazardous materials transform the Fire Department into an all hazards department
- Minimum staffing ordinance passed in February 2003, requiring 44 firefighters to be on duty at all times
- Achieved accreditation through Commission on Fire Accreditation International (CFAI) in August 2004, renewed in 2009. Reaccredited in 2015 and 2020

DEPARTMENT DESCRIPTION CONT'D



- Fire Department rated as a Class One Department by the Insurance Services Office (ISO) in December of 2007. The rating was renewed in January 2017.
- Implemented the National Fire Incident Reporting System (NFIRS) in 2009
- Fire Department reorganization in October 2012 to align its classifications to National Fire Protection Association (NFPA) recommendation 1710
- In 2014, the Training Division was added to better address service enhancements and training needs
- ICMA Study of the Fire Department was completed in March 2015
- Fire Boat 4 was delivered in April 2016 and marine firefighting services commenced in April 2017
- In 2017, the agency received an ISO rating of 105 out of 105.5 possible points
- In October 2017, the department obtained a Certificate of Authorization (COA) from the FAA to fly a drone for public safety use

DEPARTMENT DESCRIPTION CONT'D

- In October 2017, the department incorporated the Public Safety Communications Division (PSCD) under the Fire Administration
- In October 2018, the department incorporated Emergency Management as a division under Fire Administration

FISCAL ENVIRONMENT

The Fire Department is supported primarily from the General Fund. Revenue sources within the General Fund generated through Fire Department activities include:

- Rescue transport fees
- Fire Inspection Fee/Annual Fire Permit/Fire Watch Overtime Fees/False Alarm Fees
- Plan review permit fees
- Enhanced fire inspection fees
- Other permits
- Firefighters Supplemental Education Fund
- Off-duty detail fees
- Life Safety Inspection Citations

STRATEGIC ALIGNMENT

Main Vision Area:

Neighborhoods

Management Objectives:



- Provide quick and exceptional fire and emergency response
- Continuously improve emergency preparedness to better respond to shocks like hurricanes to bounce back as quickly as possible.

• Organizational Innovation

 Support all objectives to improve decision making and financial stewardship, making the city more business friendly, with an employee culture of problem solving and engagement

Strategic Plan Actions:

- COMPLETE Fire Station 1
- **COMPLETE** North Beach Ocean Rescue Facility
- COMPLETE analysis by Computer-aided dispatch (CAD)/ Records Management system (RMS) consultant with a final recommendation of an upgrade or new system. This will improve crime data for analysis.
- INCREASE compliance with the Building Code by streamlining the process and providing continued training to the public and applicants on the process.

STRATEGIC ALIGNMENT CONT'D

Budget Enhancement Actions:

- Fire Rescue Transport Gator
- Full-Time Fire Training Officer (Fire Lieutenant) Position
- Full-Time Special Events Coordinator (Fire Lieutenant) Position
- Miami Beach Life-Safety Institute of Fire and EMS ("MB LIFE")
 Grant Contribution

BUSINESS ENVIRONMENT

The Fire Department has sole responsibility for providing fire protection, emergency medical services, coordinating relief after natural and human-made disasters, public safety communications (911), fire prevention and life safety inspections, review and enforcement, ocean rescue and beach safety within the City of Miami Beach. To accomplish our mission, the Fire Department maintains mutual aid agreements with other local, state, and federal fire and emergency agencies as well as other organizations.

The Fire Department continues to work toward establishing and maintaining cooperative relationships with our residents, elected officials, City administration and other City departments to foster public and private partnerships.

SIGNIFICANT ACCOMPLISHMENTS

- Implemented Telemetry Alerting with MSER that can evaluate 12 Leads for STEMI/STROKE patients from the field
- Conducted 7,509 new construction inspections and 7,255 existing construction inspections
- Conducted 10,309 annual fire inspections and 3,405 night inspections
- Provided in-service training on new Confined Space and Structural Collapse Search Camera and new gas meters that expanded department's Hazardous Materials and Atmospheric Monitoring response capabilities
- Planned and participated in a multijurisdictional training exercise with Miami Dade Police Department and Miami Dade Schools PD on an active shooter scenario at Miami Beach High School
- Received 2023 Lifeline EMS Award Recognition for the quality of care for heart attack and stroke patients

SIGNIFICANT ACCOMPLISHMENTS CONT'D

- Procured refurbishment of Metal Craft Firestorm 36 fire boat.
 The vessel will be used to augment the regional waterborne response to marine firefighting, search and rescue (SAR), and to provide a secondary source of water in waterfront property fire where the existing domestic supply may not be capable of sustaining the volumes of water needed for extinguishment.
- Began work on new Fire Station 1 design and architectural drawings at 30%
- Transitioned from Class B Universal Foam AR-AFFF 1%-3% usage to Universal Green 1%-3% foam. This is a suitable, environmentally friendly, non-toxic, and effective alternative.
- Placed a lifeguard tower at 55th and 60th Street, plus 4 full-time Lifeguard I positions for additional coverage at a large stretch of unguarded area of Mid Beach
- In FY 2022, DEM brought in \$758,015 in additional reimbursement funds for Hurricane Irma, and \$1,194,130 from FEMA for COVID-19 activity (this is in addition to CARES Act reimbursements received previously)
- In May 2022, all citywide radio users in Fire, Ocean Rescue, Police, Parking, and Code Compliance Departments were transitioned to the new L3 Harris radio system

CRITICAL SUCCESS FACTORS

- Completion of Fire Station 1
- Continue officer development training with Target Solutions software
- Work with other fire agencies to enhance marine firefighting capabilities

FUTURE OUTLOOK

A major effort of the Fire Department is to continue to operate as a results-oriented organization. Constant improvement and maximum efficiency and service are pursued through the following anticipated accomplishments in FY 2024:

- Monitor feedback results from city surveys, internal service shoppers, department quality assurance programs, and citizen complaints or suggestions to help improve customer service
- Pursue additional efficiencies, cost savings and revenue enhancements through performance reviews with emphasis on reducing costs, managing risk and liability as well as increasing efficiency and job satisfaction among employees



FUTURE OUTLOOK CONT'D

- Given the City's continued increase in daily population, tourism, special events, traffic, new construction and renovation projects it is reasonable to anticipate that demand for fire, medical emergency service, ocean rescues and fire prevention services will continue to increase. Miami Beach voters in 2018, approved significant enhancements to assist the Fire Department in meeting increased service demands. Five major projects were approved by voters to include the replacement of Fire Station 1 as well as Fire Station 3 and the Ocean Rescue substation in North Beach. Voters also approved a new public safety radio system and new marine patrol facility to house Fire Boat 4 in South Beach. The replacement of Fire Station 1 is the most urgent project. Significant improvements are needed to meet current and future demand without negatively affecting response time. Necessary work includes costs that, over time, would exceed the cost of full demolition and reconstruction. Moreover, existing parking at Fire Station 1 is simply inadequate to support the number of department personnel assigned to the site. Based on FEMA Flood elevations, Fire Station 1 would likely become inaccessible under severe storm conditions. This would disrupt the ability of Fire Station 1 to provide emergency assistance to the surrounding Miami Beach community. Further, Fire Station 1 does not meet current NFPA standards. A new building would be designed to withstand a Category 5 hurricane, other natural disasters and challenges such as security threats.
- Continue to work with the IT Department to enhance the Fire Department's data analysis capabilities
- Working jointly with the Office of Marketing & Communications to enhance public notification through the MBAlert system

FUTURE OUTLOOK CONT'D

- Emergency Management is a strong partner in Resilient305
 efforts, which include cooperative initiatives with the City
 of Miami and Miami-Dade County. Miami Beach leads the
 way with our CERT coordination and is also involved in the
 development of a recovery guidebook for other municipalities
 to use as the region enhances resiliency efforts.
- The City Commission approved a donation from Miami Dade County of a Firestorm 36 Fireboat that will be fully refurbished by the department. The boat will have capabilities to respond to chemical, biological, radiological, nuclear, and explosives (CBRNE) events and assist in protecting the Port of Miami, the Intracoastal Waterway, navigable inland waterways, marinas and eight miles of coastline.
- DEM continues to assume that the Federal government will fully fund the State's direct pandemic response costs, but timing differences between State outlays and FEMA reimbursements will occur. The Federal government has made FEMA Disaster Assistance available to combat the COVID-19 pandemic. The FEMA Disaster Assistance program is expected to support the State with costs associated with COVID-19-emergency protective measures.



PERFORMANCE PLAN HIGHLIGHTS

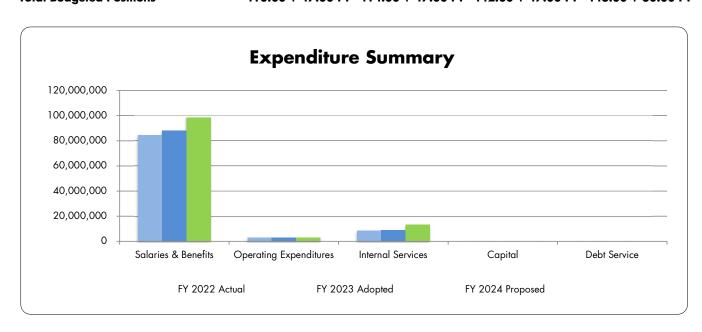
PERFORMANCE MEASURES	2020 Actuals	2021 Actuals	2022 Actuals	2023 Target	2024 Target
Main Vision Area: Neighborhoods					
Time in which First Responding Unit travel time for 90% of all Fire Responses is 7 minutes 20 seconds or less^	00:04:44	00:06:55	00:06:51	00:06:20*	00:07:20*
Time in which initial full alarm assignment for Building and Structure fire was assembled on scene with effective response force 90% of all incidents within 9 minutes 20 seconds or less (NFPA/CFAI standard)^	00:08:32	00:08:36	00:08:10	00:08:00	00:09:20
Time in which 90% of all Structure Fire Responses turned out in 80 seconds or less (NFPA/CFAI standard)^	00:01:33	00:01:10	00:01:37	00:01:20	00:01:20
Turn out time for 90% of all EMS Incident Responses (NFPA/CFAI standard - 60 seconds)	00:00:56	00:01:09	00:01:03	00:01:00	00:01:04
EMS call response time (from receipt of call to arrival) for 90% of incidents (NFPA/CFAI standard - 7 minutes 20 seconds or less)	00:07:48	00:06:58	00:08:26	00:06:00	00:07:20
National Incident Management System (NIMS) Compliance (Emergency Management)	100%	100%	100%	100%	100%
National Incident Management System (NIMS) Compliance (First Responders)	100%	100%	100%	100%	100%
Continued efforts to maintain an Insurance Services Office (ISO) score of 100	100%	100%	100%	100%	100%
Continued efforts to maintain international accreditation through the CFAI	100%	100%	100%	100%	100%
% of fire inspections performed of all existing buildings (excluding single family) in the City to create a fire safe environment for the residents and visitors	95%	99%	100%	100%	100%
# of presentations on fire and life safety issues	83	74	85	60	65
% of employees receiving a minimum of 48 hours of training per quarter per ISO and Miami Beach Fire Department requirements	98%	70%**	82%	98%	98%
% of employees receiving a minimum of 15 hours of EMS training per quarter	90%	80%**	90%	95%	95%
% of calls dispatch time within 90 seconds for fire calls	92%	97%	97%	95%	95%
% of 911 calls answered within 10 seconds	90%	91%	95%	91%	91%

^{*}Previous version of the standard used in this measure (4 minutes) did not reflect the time from receipt of call to arrival. All actuals reported include the time of receipt of call

 $[\]star\star$ Due to Coronavirus pandemic and limited personnel contact, the Department was unable to meet the target number of hours

[^]Performance measures in Rescue and Suppression have been updated to align with NFPA standard metrics

Expenditure Area 82,638,660 84,338,427 Operating Expenditures 2,548,256 2,805,025	D22 FY 2023 al Adopted	FY 2024 Proposed
Fire Plan Review Inspections 2,361,002 4,085,395 Permits Enhanced Services 26,620 79,937 Permits-Fire Prevention 17,836 41,244 Permits-Surcharge Fire 0 0 Firefighter Supplemental Comp 107,406 114,195 Rescue Revenue 1,777,409 2,790,089 Off Duty Fire Watch Fees 393,120 0 Admin Fee - Off Duty Fire 0 3,542 Fire Code Violations 53,918 46,364 Life Safety Fire Citations 9,055 1,584 False Alarm Fees - Fire 198,156 258,453 Total \$ 5,384,884 \$ 7,901,938 Expenditure Area Salaries & Benefits 82,638,660 84,338,427 Operating Expenditures 2,548,256 2,805,025		5,000 541,00
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False Alarm Fees - Fire 198,156 258,453 Total \$ 5,384,884 \$ 7,901,938 Expenditure Area Salaries & Benefits 82,638,660 84,338,427 Operating Expenditures 2,548,256 2,805,025		1,000 4,00 0
Total \$ 5,384,884 \$ 7,901,938 Expenditure Area Salaries & Benefits 82,638,660 84,338,427 Operating Expenditures 2,548,256 2,805,025	'	,000 100,000
Expenditure Area 82,638,660 84,338,427 Salaries & Benefits 82,638,256 2,805,025 Operating Expenditures 2,548,256 2,805,025		
Operating Expenditures 2,548,256 2,805,025	220 407 00 00	500 00 (54 000
	' '	
	' '	
Capital 172,326 129,978	,),000 119,00 0
Debt Service 13,000 17,000 Total \$ 93,871,321 \$ 95,667,430 \$		7,000 17,000 , 000 \$ 115,108,00



		FY 2021		FY 2022		FY 2023		FY 2024
Expenditure Area		Actual		Actual		Adopted		Proposed
Salaries & Benefits		31,914,131		32,585,504		33,508,000		40,711,00
Operating Expenditures		275,409		321,319		293,000		302,00
nternal Services		2,561,000		2,431,000		2,497,000		5,751,00
Debt Service		13,000		17,000		17,000		17,00
Total	\$	34,763,540	\$	35,354,823	\$	36,378,000	\$	46,781,00
lorai	Þ	34,763,540	Þ	33,334,823	Þ	36,378,000	Þ	40,/81,00
Total Budgeted Positions	12	0.00 + 0.00 PT	1	120.00 + 0.00 PT	1	47.00 + 0.00 PT	1	47.00 + 0.00
RESCUE - GENERAL FUND								
		FY 2021		FY 2022		FY 2023		FY 2024
xpenditure Area		Actual		Actual		Adopted		Proposed
Salaries & Benefits		26,613,001		26,779,986		27,768,000		29,556,00
Operating Expenditures		786,889		865,991		835,000		892,00
nternal Services		1,882,079		2,201,000		2,577,000		2,663,00
Capital		172,326		129,978		7,000		89,00
[otal	\$	29,454,294	\$	29,976,956	\$	31,187,000	\$	33,200,00
Total Budgeted Positions	9	5.00 + 0.00 PT		95.00 + 0.00 PT		95.00 + 0.00 PT		95.00 + 0.00
PREVENTION - GENERAL FUND								
		FY 2021		FY 2022		FY 2023		FY 2024
<u>ixpenditure Area</u>		Actual		Actual		Adopted		Proposed
Salaries & Benefits		2,769,349		2,886,776		3,102,000		3,327,00
Operating Expenditures		82,559		118,174		182,000		182,50
nternal Services		828,000		540,000		551,000		743,00
[otal	\$	3,679,908	\$	3,544,950	\$	3,835,000	\$	4,252,50
Total Budgeted Positions	1	9.00 + 0.00 PT		19.00 + 0.00 PT		19.00 + 0.00 PT		20.00 + 0.00
SUPPORT SERVICES - GENERAL FUN	D							
		FY 2021		FY 2022		FY 2023		FY 2024
Expenditure Area		Actual		Actual		Adopted		Proposed
Salaries & Benefits		1,279,296		1,310,116		1,319,000		1,441,00
Operating Expenditures		789,911		783,037		913,000		1,044,50
. • .						383,000		537,00
nternal Services		529,000		406,000		303,000		•
		529,000 0		406,000 0				
Capital	\$	529,000 0 2,598,207	\$	0	\$	10,000 2,625,000	\$	3,022,50
Capital Fotal		0	\$	0	\$	10,000	\$	
Capital Total Budgeted Positions		0 2,598,207	\$	0 2,499,153	\$	10,000 2,625,000	\$	3,022,50 7.00 + 0.00
Capital Total Total Budgeted Positions TRAINING - GENERAL FUND		0 2,598,207 6.00 + 0.00 PT FY 2021	\$	0 2,499,153 6.00 + 0.00 PT FY 2022	\$	10,000 2,625,000 7.00 + 0.00 PT	\$	7.00 + 0.00 FY 2024
Capital Total Total Budgeted Positions TRAINING - GENERAL FUND Expenditure Area		0 2,598,207 6.00 + 0.00 PT FY 2021 Actual	\$	0 2,499,153 6.00 + 0.00 PT FY 2022 Actual	\$	10,000 2,625,000 7.00 + 0.00 PT FY 2023 Adopted	\$	7.00 + 0.00 FY 2024 Proposed
Capital Total Total Budgeted Positions TRAINING - GENERAL FUND Expenditure Area Salaries & Benefits		0 2,598,207 6.00 + 0.00 PT FY 2021 Actual 596,890	\$	0 2,499,153 6.00 + 0.00 PT FY 2022 Actual 733,761	\$	10,000 2,625,000 7.00 + 0.00 PT FY 2023 Adopted 708,000	\$	7.00 + 0.00 FY 2024 Proposed 962,00
Capital Total Budgeted Positions TRAINING - GENERAL FUND Expenditure Area Salaries & Benefits Operating Expenditures		0 2,598,207 6.00 + 0.00 PT FY 2021 Actual 596,890 50,067	\$	0 2,499,153 6.00 + 0.00 PT FY 2022 Actual 733,761 51,871	\$	10,000 2,625,000 7.00 + 0.00 PT FY 2023 Adopted 708,000 104,500	\$	7.00 + 0.00 FY 2024 Proposed 962,00 79,50
Capital Total Budgeted Positions TRAINING - GENERAL FUND Expenditure Area Salaries & Benefits Operating Expenditures nternal Services		0 2,598,207 6.00 + 0.00 PT FY 2021 Actual 596,890 50,067 247,000	\$	0 2,499,153 6.00 + 0.00 PT FY 2022 Actual 733,761 51,871 46,000	\$	10,000 2,625,000 7.00 + 0.00 PT FY 2023 Adopted 708,000 104,500 36,000	\$	7.00 + 0.00 FY 2024 Proposed 962,00 79,50 279,00
Capital Total Budgeted Positions TRAINING - GENERAL FUND Expenditure Area Salaries & Benefits Operating Expenditures nternal Services Capital		0 2,598,207 6.00 + 0.00 PT FY 2021 Actual 596,890 50,067 247,000 0		0 2,499,153 6.00 + 0.00 PT FY 2022 Actual 733,761 51,871 46,000 0		10,000 2,625,000 7.00 + 0.00 PT FY 2023 Adopted 708,000 104,500 36,000 0		7.00 + 0.00 FY 2024 Proposed 962,00 79,50 279,00 30,00
Internal Services Capital Total Total Budgeted Positions TRAINING - GENERAL FUND Expenditure Area Salaries & Benefits Operating Expenditures Internal Services Capital Total		0 2,598,207 6.00 + 0.00 PT FY 2021 Actual 596,890 50,067 247,000		0 2,499,153 6.00 + 0.00 PT FY 2022 Actual 733,761 51,871 46,000		10,000 2,625,000 7.00 + 0.00 PT FY 2023 Adopted 708,000 104,500 36,000	\$	7.00 + 0.00 FY 2024 Proposed 962,00 79,50 279,00

Total Budgeted Positions

FIRE

OCEAN RESCUE - GENERAL FU	ND							
		FY 2021		FY 2022		FY 2023		FY 2024
Expenditure Area		Actual		Actual		Adopted		Proposed
Salaries & Benefits		11,442,927		12,342,933		13,381,500		14,026,000
Operating Expenditures		144,540		154,785		215,000		168,000
Internal Services		1,425,000		1,743,000		1,849,000		2,078,000
Capital		0		0		0		C
Total	\$	13,012,467	\$	14,240,718	\$	15,445,500	\$	16,272,000
Total Budgeted Positions	95	5.00 + 47.00 PT	9	9.00 + 47.00 PT	9	9.00 + 47.00 PT	10	3.00 + 30.00 P
EMERGENCY MANAGEMENT- (GENERAL F							
		FY 2021		FY 2022		FY 2023		FY 2024
Expenditure Area		Actual		Actual		Adopted		Proposed
Salaries & Benefits		<i>7</i> 78,961		747,674		787,000		811,000
Operating Expenditures		79,046		118,131		136,000		129,500
Internal Services		152,000		141,000		168,000		178,000
Total	\$	1,010,007	\$	1,006,805	\$	1,091,000	\$	1,118,500
Total Budgeted Positions		6.00 + 0.00 PT		6.00 + 0.00 PT		6.00 + 0.00 PT		6.00 + 0.00 P
PUBLIC SAFETY COMMUNICAT	IONS - GEN							
		FY 2021		FY 2022		FY 2023		FY 2024
Expenditure Area		Actual		Actual		Adopted		Proposed
Salaries & Benefits		7,244,106		6,951,676		7,451,000		7,820,000
Operating Expenditures		339,835		387,688		397,000		348,000
Internal Services		875,000		869,000		962,000		943,000
Debt Service		0		4,029		0		C
Total	\$	8,458,942	\$	8,212,393	\$	8,810,000	Ś	9,111,000

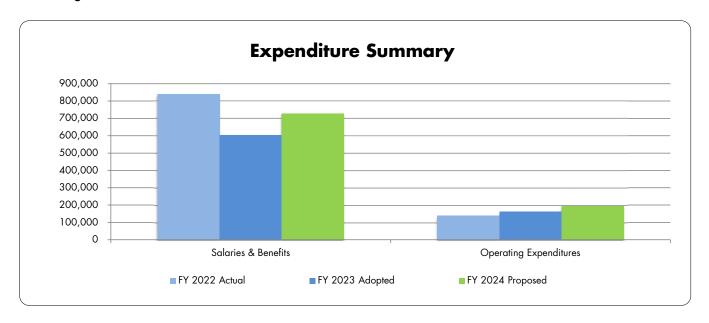
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66.00 + 0.00 PT

66.00 + 0.00 PT

66.00 + 0.00 PT

DEPARTMENT FINANCIAL SUMMA	ARY - E-	911			
Revenue Area		FY 2021 Actual	FY 2022 Actual	FY 2023 Adopted	FY 2024 Proposed
Utility Tax - E911 Non Wireless		12,223	27,518	13,000	23,000
Utility Tax - E911 Wireless Prepaid		122,760	186,042	158,000	153,000
Utility Tax - E911 Wireless		461,331	<i>787</i> ,813	596,000	747,000
Total	\$	596,314	\$ 1,001,374	\$ 767,000	\$ 923,000
Expenditure Area					
Salaries & Benefits		344,800	840,000	605,000	729,000
Operating Expenditures		139,200	139,200	162,000	194,000
Total	\$	484,000	\$ 979,200	\$ 767,000	\$ 923,000
Revenues Less Expenditures	\$	112,314	\$ 22,174	\$ 0	\$ 0
Total Budgeted Positions		0.00 + 0.00 PT	0.00 + 0.00 PT	0.00 + 0.00 PT	0.00 + 0.00 PT



BUDGET HIGHLIGHTS

• A significant component of the increase in personnel expenditures for all departments is attributed to increases in employee-related costs that include a three percent cost of living adjustment effective April 2024, excluding the American Federation of State, County, and Municipal Employees (AFSCME) which is effective May 2024, as well as a maximum of three percent merit increase for all employees, except members of the Fraternal Order of Police (FOP) and International Association of Fire Fighters (IAFF) which include a five percent step increase. Merit and step increases apply within existing pay ranges. A ten percent increase in the City's premiums for health insurance for all employees is also included.

General Fund

- Personnel services expenditures increased by \$10,629,500, or 12.1%. This is primarily due to increases in salaries and wages and health and life insurance resulting from applicable merit and step increases, cost of living adjustments, and increases in the City's premiums for health and life insurance budgeted in FY 2024 for all employees. In addition, the increase is also attributed to the annualized cost, including additional pays and benefits, for the fourteen additional Firefighters that were approved on a pro-rated basis as part of the FY 2023 budget adopted by the City Commission to add an additional fire unit and staff the department's fire boat, as well as the two position enhancements that are further detailed below.
- Operating expenditures increased by \$70,500, or 2.3%.
 This is primarily due to increases in miscellaneous operating expenditures based on anticipated department needs in FY 2024 and Miami Beach Life-Safety Institute of Fire and EMS ("MB LIFE") Grant Contribution further detailed below.
- Internal services expenditures increased by \$4,149,000, primarily due to increases in Property Management, Fleet Management, Risk Management, and Information Technology services totaling \$4,155,000 combined, which were slightly offset by decreases in Central Services and OIG funding totaling \$6,000.
- Capital expenditures increased by \$39,000, primarily due to \$82,000 for a rescue transport gator and \$30,000 in equipment for the Fire Training Officer enhancements further detailed below, which were largely offset by a decrease of \$73,000 attributed to one-time expenditures that were budgeted in FY 2023.

BUDGET HIGHLIGHTS CONT'D

E-911

 The E-911 Fund increased by \$156,000, or 20.3%, primarily due to a projected increase in the overall funding allocation to the City from Miami-Dade County for emergency 911 services provided by the department's Public Safety Communications Unit (PSCU) that provides for additional overtime and contract maintenance services associated with operations of the City's 911 call center.

FY 2024 Enhancements

General Fund

- The FY 2024 budget includes a \$82,000 one-time enhancement for a fire rescue transport gator. This request is for an all-terrain rescue vehicle that can reach people in hard-to-access areas, such as the middle of a park, a crowded Lincoln Road on Halloween, or a crowded Art Deco Cultural District.
- The FY 2024 budget includes a \$182,000 recurring enhancement for the addition of a Full-Time Fire Training Officer (Fire Lieutenant) position. Additional full-time position in the Fire Department's Training Division to assist with increasing demands associated with scheduling and training functions including grants that have grown steadily, and as a result, an increase in the administrative duties of the training requirements for light technical Task Force members, marine operations, and those as required by the FEMA Training Program Administration Manual.
- The FY 2024 budget includes a \$152,000 recurring enhancement for the addition of a Full-Time Special Events Coordinator (Fire Lieutenant) position. Additional full-time position in the Fire Department to address an increase in personnel, equipment, and assets, combined with special events, that has created a demand for services that cannot be efficiently met with the Fire Department's current staffing of 1 Special Events Coordinator.
- The FY 2024 budget includes a \$10,000 recurring enhancement for the Miami Beach Life-Safety Institute of Fire and EMS ("MB LIFE") Grant Contribution.
- The FY 2024 budget includes a \$1,000 recurring enhancement to increase the total minimum living wage rate from the current rate of \$15.61 per hour, including health benefits, to \$16.08 per hour, including health benefits, effective January 1, 2024.

DEPARTMENT MISSION STATEMENT

Mission: Address Crime and Community Concerns

Vision Statement: A safe and welcoming environment for everyone

<u>Daily Goals</u>: Use innovative approach to address crime, maintain and enhance a professional and well-trained workforce, and enhance the public's perception of the Miami Beach Police Department

DEPARTMENT DESCRIPTION

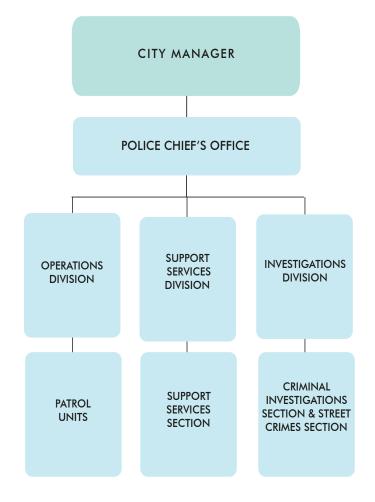
The Miami Beach Police Department (MBPD) dates back more than 100 years to 1915 when our city was incorporated. Since 2000, the Department has held uninterrupted accreditation through the Commission on Accreditation for Law Enforcement Agencies (CALEA). This not only gives MBPD a proven managerial framework, but signals to other law enforcement agencies — and the Miami Beach community as a whole, that the Department has incorporated and embraced the best practices in policing. The Department receives guidance on all core practices, which strengthens accountability within the Department and it's relationship with the community. Accreditation reduces the department's liability and risk exposure while demanding the highest levels of professional excellence.

The Department's seventh reaccreditation in November of 2019 resulted in a Meritorious Award. The Department continued to maintain its CALEA accreditation by successfully completing three remote on-site reviews, one in October 2020, one in October 2021, and most recently in October 2022. Each on-site review was conducted by a CALEA service manager who reviews a quarter of the department's files each year to ensure continuing compliance. Neither of the three completed remote on-site reviews identified any issues. The Department's next remote on-site review is scheduled for May 2023 while the site based review is scheduled for June 2023. Such reviews, whether on-site or conducted remotely, clearly serve to demonstrate the department's ongoing and absolute commitment to accountability, transparency, and best practices in law enforcement.

The Department remains in a high state of readiness for its next onsite review visit, which is conducted every four years. These CALEA assessments are conducted by trained law enforcement professionals from other states who ensure that the Department remains in compliance with all applicable CALEA standards. The Miami Beach Police Department plans to attain its eighth reaccreditation in 2023.

Departmental Organization:

To provide an effective public safety and law enforcement response to the community, the department has been organized into the following four functional areas: Office of the Chief, Operations Division, Investigations Division and Support Services Division.



The **Operations Division** is divided into four patrol areas: Area 1, Area 2, Area 3, and Area 4. Each patrol area is under the direction of a Captain and a Major, who serves as the Division Commander. Each Captain has dedicated personnel assigned to his or her area, as well as access to a number of specialty units, which maximize proactive policing initiatives.

The **Investigations Division** is made up of two sections, Criminal Investigations and Street Crimes. One Captain supervises both sections, while a Major serves as Division Commander.

The **Support Services Division** provides assistance, internally and externally, to ensure the smooth operation of multiple police services. Various work units in the Support Services Division include Court Liaisons, Technical Operations Unit, Payroll Unit, Property and Evidence Unit, Records Management Unit, Special Events and Off-Duty, Training Unit, Recruitment/Backgrounds Unit, as well as the Community Affairs Unit.

DEPARTMENT DESCRIPTION CONT'D

The executive leadership team and command staff have worked strategically to examine the effectiveness of traditional approaches while evaluating new initiatives that best serve the City as a whole. Each year, an area of focus remains the expansion of communication methodologies to keep residents and employees informed. The Police Department continues to use the Nextdoor platform as one means of keeping smaller neighborhoods within the City engaged and informed on a variety of safety issues. The City currently has approximately 19,109 users in 36 neighborhoods on Nextdoor.

The Department also maintains a strong social media presence on a variety of other platforms, including Twitter (50,525 followers), Facebook (45,141 followers) and Instagram (52,035 followers). On average, the Miami Beach Police Department generates 45 posts per month, which range from positive police-community interactions, traffic alerts and safety messaging.

The Miami Beach Police Department routinely coordinates with the City's Office of Marketing and Communications to keep the community informed during various special events that attract thousands of visitors from around the world. Our messaging not only reaches the residents and businesses of Miami Beach, but also the City's many visitors.

FISCAL ENVIRONMENT

The Police Department is funded primarily by General Fund dollars and represents approximately one-third of the City's General Fund budget. Most of the department's expenses are related to employee salaries and benefits.

Other funding sources include Resort Taxes, the county, state, and federal government, primarily in the form of grants or reimbursements for specific public safety initiatives and projects. In addition to receiving General Fund dollars, the department generates revenues for services rendered beyond the scope of basic public safety. This includes off-duty administrative fees, security alarm permit fees, records fees, traffic ticket surcharges, traffic fines, witness fees, cost recovery, and restitution.

The Miami Beach Police Department remains committed to fiscal responsibility, in part, by identifying funding sources aside from the General Fund to pay for essential needs.

STRATEGIC ALIGNMENT

Main Vision Area:

Neighborhoods

Management Objectives:

Neighborhoods

- Prevent and solve crime for residents and visitors
 - through the use of (but not limited to) communications, community policing, technology, cameras, park rangers, professional and ethical policing and code enforcement
- Work with partners to address regional safety issues such as juvenile crime, identity theft, trafficking, and terrorism

Mobility

 Address homelessness by continuously evolving and innovating services to help those wishing to end their personal homelessness

Organization Innovation

 Support all objectives to improve strategic decision making and financial stewardship, making the city more business friendly and user friendly, with an employee culture of problem solving and engagement

Strategic Plan Actions:

- CONTINUE to improve the enhanced use of technology and crime data by the Police Department
- INCREASE community outreach by the Police Department, including collaboration with neighborhood watch programs, private security, and community groups
- COMPLETE construction of the Real Time Crime Center as soon as feasible
- COMPLETE analysis by Computer-Aided dispatch (CAD)/ Records Management system (RMS) consultant with a final recommendation for an upgrade or new system. This will improve crime data for analysis
- COMPLETE installation of surveillance cameras on remaining portion of Beachwalk
- EVALUATE the Community Affairs Unit budget for community programs hosted throughout the City



STRATEGIC ALIGNMENT CONT'D

Budget Enhancement Actions:

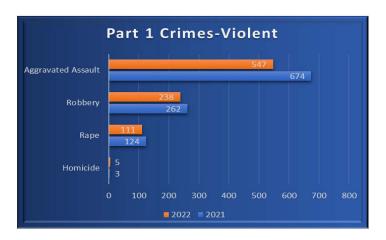
- Police Training Facility Trailer
- FLIR Thermal Optics Solution
- Rapid DNA Testing Solution
- Full-Time Office Associate III (2) Positions for Data Collection and Reporting
- Miami Beach Police Athletic League Counselor in Training Summer Work Program
- Miami Beach Police Athletic League Junior Scientist STEAM Program

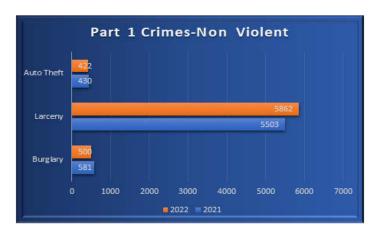


The Department has finalized the FBI's Uniform Crime Reporting (UCR) data for the 2022 calendar year. This information also compares data from the two previous years (2021 + 2022). Based upon data reported for UCR requirements and as shown below in the bar graph illustration, Miami Beach reported 7,685 Part 1 Crimes in 2022 as compared to 7,577 in the year 2021. Overall, the City of Miami Beach experienced a slight increase in the UCR's 7, Part 1 crime categories. The 7 Part 1 Crimes categories reported to the FBI are: Aggravated Assault, Robbery, Rape, Homicide, Auto Theft, Larceny, and Burglary.

On January 1st, 2023, the FBI retired the traditional UCR program. This is one of the greatest changes in law enforcement practices in recent history. The Miami Beach Police Department now reports data directly to the Florida Incident-Based Reporting System (FIBRS) which is linked directly to the National Incident-Based Reporting System (NIBRS) maintained by the FBI. FIBRS is an incident-based reporting system that collects 56 more offense categories than summary-based reporting including more detailed victim, offender, arrestee, and property data on each single crime occurrence. In addition to the 62 total National Incident-Based Reporting System (NIBRS) offense categories, FIBRS also collects four additional Florida-specific offense categories (driving under the influence (DUI) of alcohol, DUI of drugs, DUI of both alcohol and drugs and DUI where unknown if alcohol or drugs). Agency crime data is reported monthly and allows agencies to report up to 10 criminal offenses per incident.

Unlike data reported through the UCR program's traditional Summary Reporting System (SRS)—an aggregate monthly tally of crimes—NIBRS goes much deeper because of its ability to provide circumstances and context for crimes like location, time of day, and whether the incident was cleared.







BUSINESS ENVIRONMENT CONT'D

When used to its full potential, NIBRS/FIBRS identifies, with precision, when and where crime takes place, what form it takes, and the characteristics of its victims and perpetrators. Armed with such information, the Miami Beach Police Department can better define the resources it needs to fight crime, as well as use those resources in the most efficient and effective manner.

Even as the business of policing in Miami Beach becomes more and more complex, the Police Department continues to provide annual training for all sworn officers. Each officer consistently receives 40 hours of in-house training per year. Training is an essential need and the foundation of officer development. Training includes reinforcing techniques, required qualifications, legal updates, and continued education based on evidence-based research. The Police Department continues to follow training guidelines established by the Florida Department of Law Enforcement (FDLE) and Commission on Accreditation for Law Enforcement Agencies (CALEA). Content areas of focus during FY 2022 included a range of topics such as officer rescue, first aid, communicating across cultures, de-escalation, defensive tactics, understanding gender identification, officer safety and wellness, and crisis intervention. We have completed the transition to the new Sig Sauer firearm which provides our organization with the latest technology and unparalleled design and safety.

Consistent with professional best practices, which emphasize transparency and accountability, community-based outreach continues to be a priority over the past fiscal year. Members of the department participated in national programs to include Coffee with a Cop, as well as local initiatives like community bike rides, parades, and the continuation of our highly successful Citizen's Police Academy.

A recent reorganization of the department provides both a strategic structure and deployment of resources that more comprehensively meet the unique needs of the Miami Beach community. This includes proactive and specialized units like Ocean Drive Patrol Squads and Strategic Enforcement Teams that work on target-specific issues. Such initiatives ultimately impact quality-of-life issues throughout the City. The Community Affairs Unit (CAU) was established as part of the Police Department's vision and has contributed to several community initiatives such as "block parties" where all City entities contribute to outreach. The CAU is the driving force in new recruitment initiatives as the Department attempts to close the gap on vacancies. This unit is made up of Neighborhood Resource Officers, School Resource Officers, and Park Rangers.

BUSINESS ENVIRONMENT CONT'D

Despite the Miami Beach Police Department's many positive changes internally, short and long term success will only be achieved via intentional collaboration with other city, state, and regional partners. Locally, this includes the Miami Beach Fire Department, Homeless Outreach, Parking, Code Enforcement, Transportation, Information Technology, Marketing and Communications, Emergency Management, and others.

The Miami Beach Police Department enjoys active partnerships with city, county, state, federal, and international law enforcement agencies. By making stakeholder engagement a priority, the department continues to maximize information sharing and problem-solving on a micro and macro level.

SIGNIFICANT ACCOMPLISHMENTS

The Miami Beach Police Department is focused on building relationships both internally and externally to make the City of Miami Beach a safe place to live, work, and visit. Accordingly, the following initiatives were implemented during the previous fiscal year.

Operations Division:

- The Homeless Outreach Team added sworn personnel to the afternoon shift. Overall coverage now includes 0600-0100 hrs. This change solidified the Departments commitment to our Homeless Outreach Program, our City and has become a national model for jurisdictions to follow.
- The 2022 calendar year ended with the following:
 - o 1255 Engagements with homeless individuals
 - o 304 arrests
 - o 378 referrals to homeless services organizations
 - o 497 refusals of services
- The Operations Division has implemented Beat Units assigned to the South of Fifth Neighborhood, 41st Street Business District, 71st Street, and Collins Avenue Corridors – this implementation is critical in the Department's community policing initiatives

SIGNIFICANT ACCOMPLISHMENTS CONT'D

- A proactive Strategic Enforcement Team (SET) has been implemented to identify crime trends, and collaboratively work with other City departments as part of a more holistic approach to address multifaceted issues. They are also an elite crime fighting team. In 2022, SET stopped 266 suspicious persons, made 144 arrests that included 18 fugitives from other jurisdictions. Additionally, the team conducted 576 traffic stops, wrote 276 traffic citations, and recovered 14 stolen vehicles. In engaging the most violent offenders last year, the team confiscated as arrest evidence or investigative reasons, 34 firearms. This team of is currently comprised of 1 Sergeant and 4 Officers and have certainly made an impact in making Miami Beach a safer city.
- The Motor Unit is exclusively assigned to Traffic Enforcement in order to reduce traffic crashes and traffic incidents. As a result, there was a 61% increase in Uniform Traffic Citations issued in 2022 vs. 2021.
- The Police Marine Patrol Unit continues its partnership in the local Marine Task Force to address maritime public safety issues. These include illegal livery and charter operations. This elevated enforcement activity has resulted in 246 boating safety violations. Additionally, investigations led to 49 livery violations, the termination of 27 illegal charters, and 27 arrests for maritime crimes committed along our waterways.
- Park & Walks: Citywide more than 17,000 park & walks were conducted in 2022; Area 1 36%, Area 2 17%, Area 3 12% and Area 4 12%
- Midnight Shift Overlap Period: Since May of 2022, Patrol began tracking statistical activity during the midnight shift. The purpose was to target specific complaints and self-initiated activity between the two overlapping shifts for approximately 3 hours; Calls for Service 6769, Arrests 176, Case Reports 389, Traffic Citations 6,086, Weapons Seized 12.

Investigation Division:

The Burglary/Auto Theft Unit conducted a long-term investigation
of organized burglars targeting vessels for burglaries/thefts of
expensive GPS units. The investigation successfully identified the
offenders and resulted in 2 arrests. Jurisdictions down to Monroe
County cleared several cases as a result of these arrests.



The Homeless Outreach Team added sworn personnel to the afternoon shift. Overall coverage now includes 0600-0100 hrs. This change solidified the Departments commitment to our Homeless Outreach Program, our City and has become a national model for jurisdictions to follow.

SIGNIFICANT ACCOMPLISHMENTS CONT'D

- Burglary Detectives investigated two cases of home break-ins in which more than a million dollars in property was stolen from safes in both cases. The lone subject was identified and arrested. The Burglary Unit made a total of 99 arrests in 2022.
- Expanded the Victim Services Unit continues to assist victims of crime and those in need. In 2022, they have assisted 986 victims by providing information, victim restitution, assistance with public benefits, immigration, and other services such as therapy.
- Personnel from the MBPD Crime Scene Unit and Victim Services
 Unit, including Lincoln, were among the first responders
 to provide support to the loved ones of the 98 people who
 perished as a result of the collapse of the Champlain Towers
 South condominium in the nearby Town of Surfside
- Special Investigation Section (SIS) and Human Trafficking units conducted proactive investigations resulting in 29 Human Trafficking arrests, services to over 40 victims of human trafficking, and 75 narcotics related arrests. The SIS Unit closed 4 businesses involved in narcotics operations.
- In 2022, the Major Crimes Units (MCU) conducted five homicide investigations with a clearance rate of 100%. This rate is extraordinary compared to the national average clearance rate of 54%.

SIGNIFICANT ACCOMPLISHMENTS CONT'D

- A Miami Beach Police Department Sergeant and team of reserve detectives were assigned to review homicide cold cases for reevaluation and development of leads using new forensic investigative techniques and technology. Since then, the team has been able to close a 1972 arson case.
- The Major Crimes Unit also implemented a stand-alone Sexual Battery Squad with a Sergeant and 3 detectives. The team has investigated a total of 83 cases in 2022 and their efforts led to 12 unfounded cases and 10 successful arrests.
- Personnel from the MBPD Crime Scene Unit were able to solve a homicide case for the Miami-Dade Police Department by using the M-VAC machine to extract a DNA sample from a piece of evidence at the crime scene. They are further looking at reimplementing the rapid DNA technology by looking at other Florida agencies and counties in their application and processing of DNA samples.

Support Services Division:

- Expanded hiring protocols to include prior military and sponsorship of non-certified, college-educated candidates in the police academy. In 2022, we hired 17 full-time officers, processed 426 applications and saw the retirement of 25 officers. Due to increased number of retirements, the Department created a diversified Recruitment Team in the 3rd quarter of this past fiscal year. The team visited 23 locations throughout the State of Florida. Colleges, universities, and police academies were the primary focus areas. The team recruited 243 people who have expressed interest in joining our Department.
- The Community Affairs Unit (CAU) was established to strengthen the interaction between Miami Beach residents and members of the Police Department. The Community Affairs Unit consists of the Neighborhood Resource Officers, School Liaison Officers, Park Rangers, School Crossing Guards and the new Recruitment Team. We strive to form partnerships with schools, religious institutions, residents, and businesses through various community programs that help us better understand and address specific concerns within the community. We accomplish this through a variety of year-round events and presentations.

SIGNIFICANT ACCOMPLISHMENTS CONT'D

The Department's Peer Support Team continues to provide a type of support for our personnel that is not readily available from health plan counseling or an Employee Assistance Program (EAP). Well-trained and high-functioning Peer Support Teams provide invaluable support to the men and women of the Miami Beach Police Department that is qualitatively different from the services offered by health insurance therapists and EAP counselors. The Wellness Program is based on the concept that true wellness is not based solely on physical health but must include our emotional well-being as well.

CRITICAL SUCCESS FACTORS

The Miami Beach Police Department must remain in a constant state of readiness to provide the full gamut of public safety services at a moment's notice — 365 days a year — under sunny skies or under the threat of a major hurricane. This requires, a strategic and comprehensive approach to policing that is marked by collaboration and proactive planning. We have identified the following critical success factors:

- Pursue available grants to support decreased reliance on the General Fund
- Conduct regular monitoring and oversight at all levels within the organization to ensure methods are in place to effectively manage and address overtime and special event expenses
- Ensure maximum organizational effectiveness, including continual oversight of vacancies and staffing levels for sworn and non-sworn positions
- Hold regular meetings, both formally and informally, with key City functional areas. This includes the Information Technology Department, Office of Management & Budget, Property Management, Office of Marketing & Communications, Public Works, Fleet Management, Procurement as well as Transportation and Mobility. This will ensure that major projects and department needs are completed on time and under budget.
- Maximize internal communications within the Police Department and among City stakeholders
- Collaborate with the City's communications team to push out time-sensitive information to Miami Beach residents and department employees

FUTURE OUTLOOK

Communities around the United States and throughout the world are facing increasingly sophisticated attempts by bad actors to create fear and threaten public safety. As a global tourist destination, the City of Miami Beach must be prepared to ensure a healthy and safe environment for our residents and visitors alike. Going forward, the Police Department will augment its human capabilities by developing a strategic, smart, and technology-based strategy with multiple necessary components, including infrastructure, procurement, design, and installation.

New technologies, new methods, and new ideas have brought significant changes to law enforcement. The Miami Beach Police Department has embraced this change, pioneering creative ideas, adapting to changing scenarios, and incorporating insights from officers and community partners. The innovations that are shaping the future of law enforcement begin with emerging technologies that support new approaches, interventions, and relationships to keep our community safe.

FUTURE OUTLOOK CONT'D

The Miami Beach Police Department is also investigating unique enhanced staffing initiatives with the goal of providing a more personal approach to community service. This includes restructuring the Operations Division's daily deployment strategy.

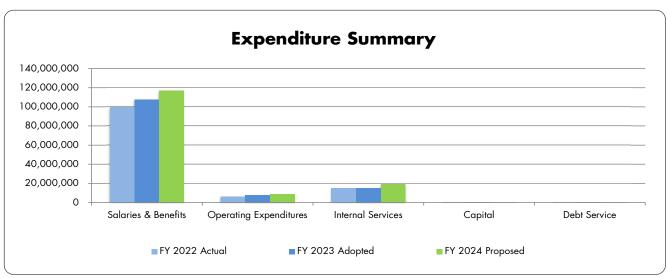
The Police Department also recognizes the critical importance of succession planning. To ensure the leadership of the organization is prepared to serve the community in the coming years, the department continues to stress executive development for command level officers, including participation in the FBI National Academy, Police Executive Research Firm (PERF), Southern Police Institute, Women's Leadership Institute (WLI), and others. All of these training programs are designed to enhance the department's current leadership execution while contributing to the development of strong and capable leaders in the future.



PERFORMANCE PLAN HIGHLIGHTS

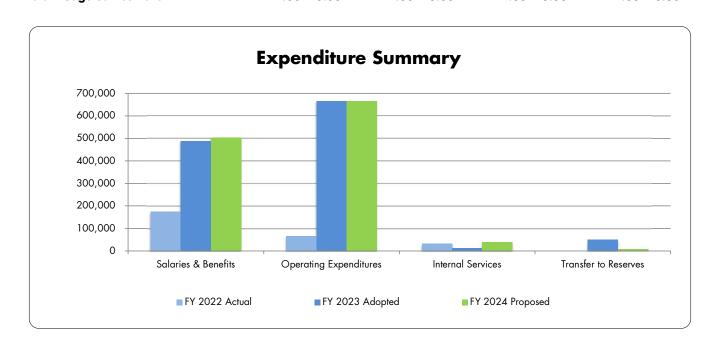
PERFORMANCE MEASURES	2020 Actuals	2021 Actuals	2022 Actuals	2023 Target	2024 Target
Main Vision Area: Neighborhoods					
Average response time to emergency calls (mins)	1.45	1.44	1.53	2.00	2.00
% of candidates for hire within 90 days of completed application	97%	100%	100%	95%	95%
Annual CALEA assessment status	PASS	PASS	PASS	PASS	PASS
Homeless Unit (Missions / Contacts)	160 / 30	639 / 39	1256 / 10	1000 /10	1000 /10
Average of combined social media postings shared with public each month	40	35	45	35	35
% of attendance for a minimum of 40 hours of in-service training annually for all sworn personnel	99%	80%	99%	99%	99%
Homicide Unit Clearance Rate	80%	67%	80%	61%	61%
Robbery Unit Clearance Rate	46%	46%	46%	31%	31%
# of Special Events supported by the Police Department	89	96	104	80	80
Community/outreach crime prevention programs conducted annually	4	13	47	35	35
Community youth served through Police Athletic League (PAL) outreach annually	4,050	2,500	4,000	3,000	3,000
Minimum community training courses conducted annually	40	20	41	30	30

DEPARTMENT FINANCIAL SUMMARY	- GE	NERAL FUND			
Revenue Area		FY 2021 Actual	FY 2022 Actual	FY 2023 Adopted	FY 2024 Proposed
Local Option Tax - School Guard		9,209	22,563	15,000	21,000
Permits- Police Towing Service		72,425	69,430	74,000	69,000
Admin Fees - Off Duty Police		816,786	1,020,039	951,000	1,020,000
County Court Fines-Parking		30,071	25,064	32,000	29,000
County Court Fines-Traffic		80,864	200,764	168,000	197,000
County Court Fines-Sch Guards		26,451	1 <i>7,7</i> 18	25,000	18,000
County Court Misdemeanor		(6,949)	(3,080)	(5,000)	(3,000)
False Alarm Fees		1,983	0	2,000	5,000
Recov/Reimb - Police Costs		227,061	884,579	58,000	58,000
Car User Fees		220,055	224,818	225,000	225,000
Charges for Police Services		22,662	34,129	20,000	37,000
Total	\$	1,500,618	\$ 2,496,024	\$ 1,565,000	\$ 1,676,000
Expenditure Area					
Salaries & Benefits		96,071,766	99,507,121	107,675,000	117,089,300
Operating Expenditures		4,095,103	6,143,589	7,560,000	8,649,700
Internal Services		15,427,046	15,127,387	14,930,000	19,104,000
Capital		11,470	496,661	10,000	140,000
Debt Service		15,000	23,682	20,000	21,000
Total	\$	115,620,385	\$ 121,298,440	\$ 130,195,000	\$ 145,004,000
Budgeted Positions					
General Fund Sworn		401.5 + 0 PT	405.5 + 0 PT	419.5 + 0 PT	419.5 + 0 PT
General Fund Civilian		91.75 +18 PT	95.75 +18 PT	97.75 +18 PT	109.75 +18 PT
Total General Fund	4	193.25 + 18 PT	501.25 + 18 PT	517.25 + 18 PT	529.25 + 18 PT
RDA Fund Sworn		16.50 + 0 PT	16.50 + 0 PT	16.50 + 0 PT	16.50 + 0 PT
RDA Fund Civilian		2.50 + 0 PT	2.50 + 0 PT	2.50 + 0 PT	2.50 + 0 PT
Resort Tax Fund Sworn		12.00 + 0 PT	12.00 + 0 PT	0.00 + 0 PT	0.00 + 0 PT
Red Light Camera Sworn		1.00 + 0 PT	1.00 + 0 PT	1.00 + 0 PT	1.00 + 0 PT
Red Light Camera Civilian		2.00 + 0 PT	2.00 + 0 PT	2.00 + 0 PT	2.00 + 0 PT
Grant Funds Civilian		3.75 + 0 PT	3.75 + 0 PT	3.75 + 0 PT	3.75 + 0 PT
Total All Funds	5	31.00 + 18 PT	539.00 + 18 PT	543.00 + 18 PT	555.00 + 18 PT

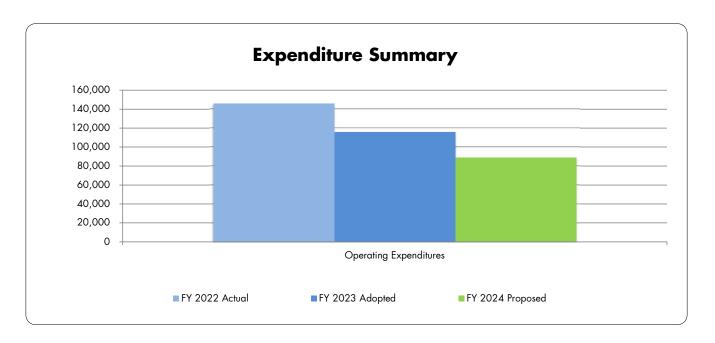


OFFICE OF THE CHIEF GENERA	AL FUND				
		FY 2021	FY 2022	FY 2023	FY 2024
Expenditure Area		Actual	Actual	Adopted	Proposed
Salaries & Benefits		3,961,616	4,376,121	4,927,000	5,097,500
Operating Expenditures		121,818	144,633	239,000	295,700
Internal Services		1,484,000	1,347,000	1,440,000	1,876,000
Total	\$	5,567,434	\$ 5,867,754	\$ 6,606,000	\$ 7,269,200
Total Budgeted Positions		21.00 + 0 PT	23.00 + 0 PT	23.00 + 0 PT	23.00 + 0 PT
PATROL - GENERAL FUND					
		FY 2021	FY 2022	FY 2023	FY 2024
Expenditure Area		Actual	Actual	Adopted	Proposed
Salaries & Benefits		65,839,928	67,891,159	74,151,000	81,260,000
Operating Expenditures		1,018,331	2,304,483	2,906,000	3,025,000
Internal Services		9,186,003	8,529,387	8,305,000	11,334,000
Capital		0	452,783	0	115,000
Debt Service		0	3,094	0	0
Total	\$	76,044,261	\$ 79,180,906	\$ 85,362,000	\$ 95,734,000
Total Budgeted Positions		319.50 + 14 PT	321.50 + 14 PT	335.50 + 14 PT	345.50 + 14 PT
SUPPORT SERVICES - GENERAL	L FUND				
		FY 2021	FY 2022	FY 2023	FY 2024
Expenditure Area		Actual	Actual	Adopted	Proposed
Salaries & Benefits		6,065,556	6,519,456	6,582,000	7,060,800
Operating Expenditures		1,592,549	2,165,424	2,492,000	2,900,000
Internal Services		1,500,044	2,212,000	2,353,000	2,019,000
Capital		11,470	43,878	10,000	25,000
Debt Service		15,000	20,588	20,000	21,000
Total	\$	9,184,619	\$ 10,961,347	\$ 11,457,000	\$ 12,025,800
Total Budgeted Positions		40.00 + 4 PT	41.00 + 4 PT	42.00 + 4 PT	42.00 + 4 PT
CRIMINAL INVESTIGATIONS -	GENERAL	FUND			
		FY 2021	FY 2022	FY 2023	FY 2024
Expenditure Area		Actual	Actual	Adopted	Proposed
Salaries & Benefits		17,249,068	17,874,122	18,979,000	20,222,000
Operating Expenditures		483,104	648,950	672,000	959,000
Internal Services		2,618,000	2,533,000	2,359,000	3,179,000
Total	\$	20,350,172	\$ 21,056,072	\$ 22,010,000	\$ 24,360,000
Total Budgeted Positions		94.75 + 0.00 PT	97.75 + 0 PT	98.75 + 0 PT	98.75 + 0 PT
TECHNICAL SERVICES - GENERA	AL FUND				
Expenditure Area		FY 2021 Actual	FY 2022 Actual	FY 2023 Adopted	FY 2024 Proposed
Salaries & Benefits		2,955,599	2,846,262	3,036,000	3,449,000
Operating Expenditures		879,300	880,098	1,251,000	1,470,000
Internal Services		639,000	506,000	473,000	696,000
Total	\$	4,473,899	\$	\$ 4,760,000	\$ 5,615,000
Total Budgeted Positions		18.00 + 0 PT	18.00 + 0 PT	18.00 + 0 PT	20.00 + 0 PT
iolai buagelea Fosiliolis		10.00 + 0 PI	10.00 + 0 PI	10.00 + U PI	20.00 + 0 PI

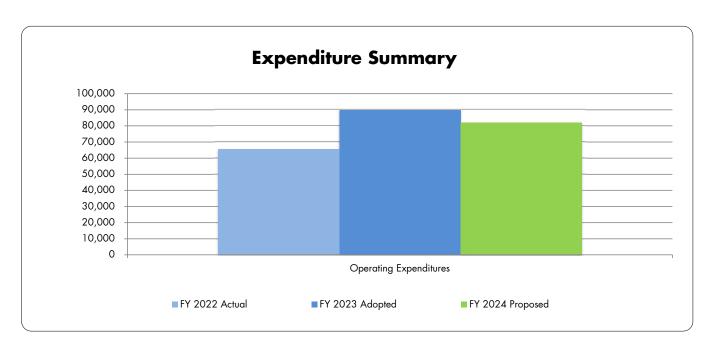
DEPARTMENT FINANCIAL SUMMARY	- R	ED LIGHT CAME	RA	PROGRAM		
Revenue Area		FY 2021 Actual		FY 2022 Actual	FY 2023 Adopted	FY 2024 Proposed
Red Light Camera Violations		336,825		192,450	1,102,000	1,102,000
Red Light Camera Violations - Miami Dade		41,233		103,587	111,000	111,000
Miscellaneous/Other		3,058		873	3,000	2,000
Total	\$	381,116	\$	296,910	\$ 1,216,000	\$ 1,215,000
Expenditure Area						
Salaries & Benefits		433,748		173,479	488,000	503,000
Operating Expenditures		304,610		65,933	666,000	666,000
Internal Services		5,000		33,000	12,000	39,000
Transfer to Reserves		0		0	50,000	7,000
Total	\$	743,358	\$	272,412	\$ 1,216,000	\$ 1,215,000
Revenues Less Expenditures	\$	(362,241)	\$	24,498	\$ 0	\$ 0
Total Budgeted Positions		4.00 + 0.00 PT		4.00 + 0.00 PT	4.00 + 0.00 PT	4.00 + 0.00 PT



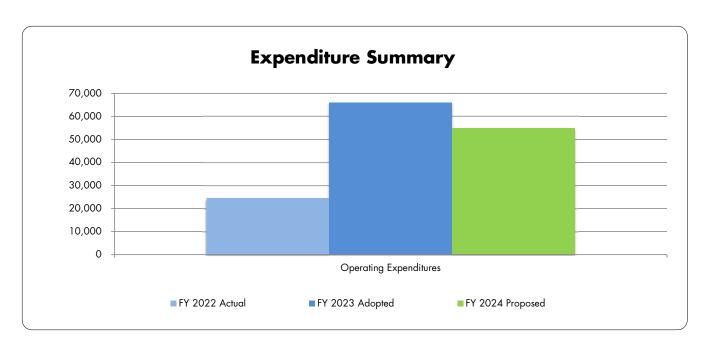
DEPARTMENT FINANCIAL SUMM	ARY - CF	RASH REPORT S	AL	S		
Revenue Area		FY 2021 Actual		FY 2022 Actual	FY 2023 Adopted	FY 2024 Proposed
Crash Report Sales		46,395		68,470	96,000	71,000
Fund Balance/Retained Earnings		0		0	20,000	18,000
Total	\$	46,395	\$	68,470	\$ 116,000	\$ 89,000
Expenditure Area						
Operating Expenditures		12,033		145,772	116,000	89,000
Total	\$	12,033	\$	145,772	\$ 116,000	\$ 89,000
Revenues Less Expenditures	\$	34,362	\$	(77,302)	\$ 0	\$ 0
Total Budgeted Positions		0.00 + 0.00 PT		0.00 + 0.00 PT	0.00 + 0.00 PT	0.00 + 0.00 PT



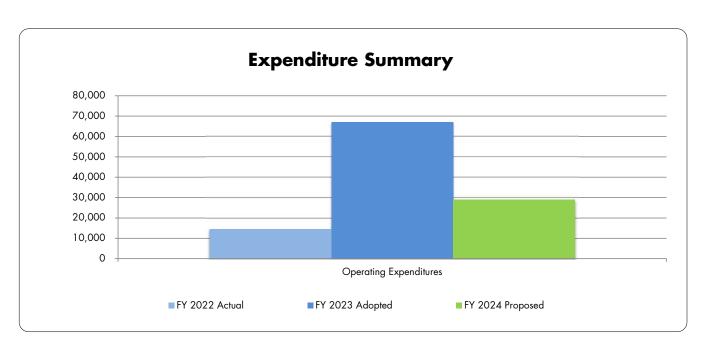
DEPARTMENT FINANCIAL SUMM	MARY - FE	DERAL CONFIS	CAT	TIONS		
Revenue Area		FY 2021 Actual		FY 2022 Actual	FY 2023 Adopted	FY 2024 Proposed
Miscellaneous/Other		1,505		1,124	90,000	82,000
Total	\$	1,505	\$	1,124	\$ 90,000	\$ 82,000
Expenditure Area						
Operating Expenditures		51,931		65,655	90,000	82,000
Total	\$	51,931	\$	65,655	\$ 90,000	\$ 82,000
Revenue Less Expenditures	\$	(50,427)	\$	(64,532)	\$ 0	\$ 0
Total Budgeted Positions		0.00 + 0.00 PT		0.00 + 0.00 PT	0.00 + 0.00 PT	0.00 + 0.00 PT



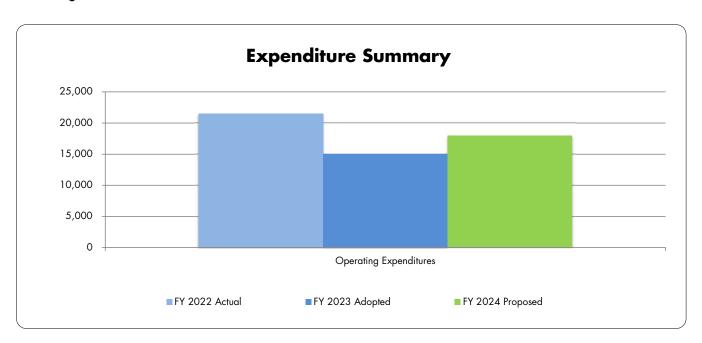
DEPARTMENT FINANCIAL SUMM	ARY - ST	TATE CONFISCA	TIO	NS		
Revenue Area		FY 2021 Actual		FY 2022 Actual	FY 2023 Adopted	FY 2024 Proposed
Confiscated Property - State		20,700		5,733	0	0
Miscellaneous/Other		1,071		702	66,000	55,000
Total	\$	21,771	\$	6,435	\$ 66,000	\$ 55,000
Expenditure Area						
Operating Expenditures		98,451		24,432	66,000	55,000
Total	\$	98,451	\$	24,432	\$ 66,000	\$ 55,000
Revenues Less Expenditures	\$	(76,680)	\$	(17,997)	\$ 0	\$ 0
Total Budgeted Positions		0.00 + 0.00 PT		0.00 + 0.00 PT	0.00 + 0.00 PT	0.00 + 0.00 P1



DEPARTMENT FINANCIAL SUMMARY	′ - TI	RAINING			
Revenue Area		FY 2021 Actual	FY 2022 Actual	FY 2023 Adopted	FY 2024 Proposed
Police Education - Ticket Surcharge		10,863	24,233	18,000	24,000
Interest Allocated - Pooled Cash		348	495	0	2,000
Fund Balance/Retained Earnings		0	0	49,000	3,000
Total	\$	11,212	\$ 24,728	\$ 67,000	\$ 29,000
Expenditure Area					
Operating Expenditures		765	14,645	67,000	29,000
Total	\$	765	\$ 14,645	\$ 67,000	\$ 29,000
Revenues Less Expenditures	\$	10,447	\$ 10,083	\$ 0	\$ 0
Total Budgeted Positions		0.00 + 0.00 PT	0.00 + 0.00 PT	0.00 + 0.00 PT	0.00 + 0.00 PT



DEPARTMENT FINANCIAL SUMM	ARY - U	NCLAIMED PRO	PER	RTY		
Revenue Area		FY 2021 Actual		FY 2022 Actual	FY 2023 Adopted	FY 2024 Proposed
Unclaimed Property		24,444		25,984	0	0
Fund Balance/Retained Earnings		0		0	15,000	18,000
Total	\$	24,444	\$	25,984	\$ 15,000	\$ 18,000
Expenditure Area						
Operating Expenditures		10,983		21,456	15,000	18,000
Total	\$	10,983	\$	21,456	\$ 15,000	\$ 18,000
Revenues Less Expenditures	\$	13,461	\$	4,529	\$ 0	\$ 0
Total Budgeted Positions		0.00 + 0.00 PT		0.00 + 0.00 PT	0.00 + 0.00 PT	0.00 + 0.00 PT



BUDGET HIGHLIGHTS

A significant component of the increase in personnel expenditures for all departments is attributed to increases in employee-related costs that include a three percent cost of living adjustment effective April 2024, excluding the American Federation of State, County, and Municipal Employees (AFSCME) which is effective May 2024, as well as a maximum of three percent merit increase for all employees, except members of the Fraternal Order of Police (FOP) and International Association of Fire Fighters (IAFF) which include a five percent step increase. Merit and step increases apply within existing pay ranges. A ten percent increase in the City's premiums for health insurance for all employees is also included.

General Fund

- Personnel services expenditures increased by \$9,414,300, or 8.7%. This increase is primarily attributed to increases in salaries and wages and health and life insurance resulting from applicable merit and step increases budgeted in FY 2024, as well as cost of living adjustments and increases in the City's premiums for health and life insurance budgeted for all employees in FY 2024. In addition, other increases are attributed to the addition of ten full-time Public Safety Specialist positions that were approved by the City Commission mid-year in FY 2023, as well as the enhancement further detailed below for two additional full-time Office Associate III positions.
- Operating expenditures increased by \$1,089,700, or 14.4%, primarily due to a \$459,000 increase in contract maintenance for the maintenance of body cameras. Other increases totaling \$630,700 are comprised of miscellaneous departmental operating expenditures based on current operations and several operational enhancements that are further detailed below.
- Debt service expenditures increased by \$1,000, or 5.0%, based on the allocation of the projected FY 2024 Ameresco debt service obligations.
- Internal services expenditures increased by \$4,174,000 due to increases in Central Services, Fleet Management, Risk Management, Information Technology, and OIG funding totaling \$4,221,000, which were partially offset by a decrease in Property Management services of \$47,000.
- Capital expenditures increased by \$130,000 primarily due to the \$115,000 enhancement for a training facility trailer further detailed below and \$15,000 increase in funding for the replacement and repair of broken furniture throughout the year.

BUDGET HIGHLIGHTS CONT'D

Red Light Camera Fund

The FY 2024 Red Light Camera Fund budget decreased by \$1,000 due to current trends in red light camera infractions. The FY 2024 budget assumes that 15 cameras will be fully operational in FY 2024 based on locations that have been identified by the Police Department as having a need for red light cameras.

Crash Report Sales Fund

 The FY 2024 budget for Police Crash Report Sales decreased by \$27,000 based on a decrease in projected revenues utilized for miscellaneous operating expenditures such as printers, batteries, paper, etc.

Federal Confiscations Fund

• The FY 2024 Police Federal Confiscations Fund budget decreased by \$8,000 based on projected funding available for appropriation in FY 2024, which can only be utilized for non-recurring expenditures in accordance with the provisions in the Guide to Equitable Sharing of Federally Forfeited Property for Local Law Enforcement Agencies. The FY 2024 budget includes \$82,000 for the bulletproof vest partnership and organizational development training.

State Confiscations Fund

• The FY 2024 Police State Confiscations Fund budget decreased by \$11,000 based on projected funding available for appropriation in FY 2024, which can only be utilized for non-recurring expenditures in accordance with provisions of Section 932.7055(4)(a), Florida Statutes. The FY 2024 budget includes a \$9,000 increase for travel and projected prosecution and processing costs of state forfeiture cases. These increases were partially offset by a \$20,000 decrease in donations, the AR rifle program/initiative, and LETTF supplement training.

Training Fund

 The FY 2024 Police Training Fund budget decreased by \$38,000 based on prior year actuals and current year trends from a ticket surcharge that is collected and dedicated for Police education and utilized for miscellaneous educational supplies in accordance with Florida Statutes. It also includes use of prior year fund balance appropriated for criminal justice education degree programs and training courses as well as travel for personnel.

BUDGET HIGHLIGHTS CONT'D

Unclaimed Property Fund

 Police Unclaimed Property increased by \$3,000 based on projected funding available in FY 2024 to be utilized for miscellaneous law enforcement supplies and outreach activities in the community.

FY 2024 Enhancements

General Fund

- The FY 2024 budget includes a one-time enhancement in the amount of \$115,000 for the addition of a police training facility trailer for the K-9 unit.
- The FY 2024 budget includes a recurring enhancement in the amount of \$36,000 for FLIR thermal optics solution. K-9 handlers are routinely deployed into low-light situations to search for subjects wishing to do harm. The thermal optics solution gives officer's a tactical advantage in these situations and serves as a liability mitigator when the subject can be identified from a safer distance, rather than when the K-9 darts into a dark area within 6 feet of the handler and back-up officers to make contact with the subject; often times causing injuries to the subject and opening the department to civil litigation.
- The FY 2024 budget includes a recurring enhancement in the amount of \$92,000 for rapid DNA testing solution. The ANDE Analysis Instrument is a fully automated device with integrated data analysis and software. The instrument automatically performs sample-in to results-out processing and analysis of DNA. The return to this DNA program allows MBPD Detectives/Crime Scene Techs to receive DNA information within hours to solve high profile cases. This cost is for the refurbished instrument, chips, and consumables for the remainder of the fiscal year.
- The FY 2024 budget includes a recurring enhancement in the amount of \$123,000 for the addition of two Full-Time Office Associate III positions for data collection and reporting. The FBI has made nationwide implementation of the National Incident-Based Reporting System (NIBRS) a top priority for law enforcement agencies because NIBRS can provide more useful statistics to promote constructive discussion, measured planning, and informed policing. For this reason, the Department needs these positions that will be trained to analyze data and review crime reports to comply with this transition.

BUDGET HIGHLIGHTS CONT'D

- The FY 2024 budget includes a recurring enhancement in the amount of \$51,000 for the Miami Beach Police Athletic League Counselor in Training Summer Work Program. This enhancement request is for a grant in the amount of \$50,700 to the Miami Beach Police Athletic League (PAL) for expansion of the current Counselor in Training Summer Work Program.
- The FY 2024 budget includes a recurring enhancement in the amount of \$10,000 for the Miami Beach Police Athletic League Junior Scientist STEAM Program. This enhancement is for the City contribution to the City of Miami Beach Police Athletic League (PAL) for a Pre-K Junior Scientist STEAM Program for Miami Beach residents.
- The FY 2024 budget includes a \$51,000 recurring enhancement to increase the total minimum living wage rate from the current rate of \$15.61 per hour, including health benefits, to \$16.08 per hour, including health benefits, effective January 1, 2024.

BUDGET HIGHLIGHTS

Citywide Accounts are a category of budgeted expenditures related to the City's overall operations that are not readily identifiable to any specific department.

GRANTS & CONTRIBUTIONS

• The Grants & Contributions category totals \$500,000 and is detailed below; \$152,000 to the Miami Beach Garden Conservancy, Inc. for operations of the Miami Beach Botanical Garden; \$50,000 for the FIU – Jewish Museum; \$47,000 to the Jewish Community Services of South Florida, Inc.; \$40,000 for Veteran's Day; \$36,000 to the Miami Beach Chamber/Visitor's Center; \$25,000 for Sister Cities; \$25,000 to the Miami Beach Gay & Lesbian Chamber of Commerce; \$24,000 to the South Florida Hispanic Chamber of Commerce; \$23,000 to Miami Design Preservation League; \$22,000 to the Douglas Gardens Community Mental Health Center, Inc.; \$22,000 to the Miami Beach Community Health Center; \$17,000 to the Boys and Girls Club; and \$17,000 to the Orange Bowl Committee

CITY SERVICES

- \$4,181,000 for water, sewer, sanitation, and storm water utility usage in General Fund City-owned facilities
- Utilities, maintenance, and security-related expenditures in the amount of \$12,000 for Historic City Hall and \$211,000 for the 777 17th Street Building
- \$39,000 for OIG Internal Service chargeback

SPECIAL PROJECTS

• The Special Projects category totals \$1,296,000 and is comprised of \$620,000 for bi-annual elections; \$150,000 for year 3 of the City's Residency Pilot Program; \$139,000 for Retreats/Performance/Improvement/Workshops/Community Surveys; \$60,000 for other studies; \$30,000 for maintenance and repairs of various monuments located throughout the City; and \$297,000 in other miscellaneous special projects expenditures budgeted in FY 2024

GENERAL FUND CAPITAL PROJECTS

 \$10,720,000 for Pay-As-You-Go (PayGO) funding of General Fund capital projects, which includes \$4,436,000 based on a dedicated millage of 0.1020 mills, as well as additional one-time transfers from the General Fund and Resort Tax totaling \$6,284,000. Effective FY 2019, the Mayor and City Commission adopted a dedicated PayGO millage rate to allow for growth over time with property values.

BUDGET HIGHLIGHTS CONT'D

CAPITAL RENEWAL & REPLACEMENT

- \$2,170,000 for Capital Renewal and Replacement projects over \$25,000 based on a dedicated millage rate of 0.0499 mills
- \$1,393,000 for Capital Renewal and Replacement projects under \$25,000 for General Fund departments. These projects are appropriated through the annual budget process for Renewal and Replacement projects and are paid for from the appropriate funds.

NORMANDY SHORES

 \$316,000 for the Normandy Shores Local Government Neighborhood Improvement District based on the dedicated millage of 0.8468 mills and budget for FY 2024

CONTINGENCY

 \$1,000,000 of operating contingency for any unforeseen expenditures that may be incurred during the fiscal year. Expenditures are not charged directly; instead, funds are transferred to the specific projects which require City Manager approval.

EMPLOYEE COSTS

- \$770,000 for Section 415 Excess Pension Plan contributions. Federal law provides that, to the extent that earned benefits for which a retiree is eligible under the provisions of the pension plan exceed the 415 limits, they may be paid to that retiree through a qualified excess benefit plan. The City created an excess benefit plan on November 15, 1989 by Resolution No. 89-19808. Excess pension benefits are based on the age of the retiree and the annual pension amount paid.
- \$250,000 for employee tuition reimbursement
- \$194,000 for the internship program with various local and out-of-state universities
- \$38,000 for employee appreciation events
- \$4,000 for 401(A) Disability insurance for employees in the "defined contribution" plan. Disability provisions are contained in the "defined benefit" plans for other City employees.

BUDGET HIGHLIGHTS CONT'D

OTHER

- \$3,028,000 transfer to the General Fund reserve for emergencies of 17% and an additional reserve for contingencies of 8%, for a total reserve target of 25% of the preliminary General Fund annual operating budget
- \$978,000 transfer to the Capital Reserve and \$36,000 transfer to the South Beach Quality of Life (SB QOL) Capital Fund
- \$710,000 for taxes, storm water, and reimbursements associated with the Marina properties which are leased by the City. These costs were previously recognized within the budget of the Parking Department.
- \$300,000 transfer to the Information and Communication Technology Fund to help ensure adequate funding for the purchase of assets that will enhance and maintain the City's technology
- \$16,000 for Ameresco debt service; and \$212,000 for debt service associated with the Sunset Islands undergrounding project



BUDGET HIGHLIGHTS CONT'D

FY 2024 Enhancements

GENERAL FUND CAPITAL PROJECTS

- The FY 2024 budget includes a \$3,000,000 one-time contribution to the Capital PayGO Fund for proposed improvements on the 100 block of Lincoln Road, including upgraded water and sewer infrastructure, pedestrian and streetscape improvements to enhance public safety and public beach access as part of the redevelopment project to be constructed by the owners of the Ritz Carlton and Sagamore hotels.
- The FY 2024 budget includes a \$1,121,000 one-time contribution to the Capital PayGO Fund for the proposed restoration of Monument Island.
- The FY 2024 budget includes a \$860,000 one-time contribution to the Capital PayGO Fund based on reduction in projected FY 2023 Resort Tax revenues as of June 2023 for capital projects that were recommended for funding in the FY 2024 capital budget as presented at the June 29, 2023 Finance and Economic Resiliency Committee meeting.

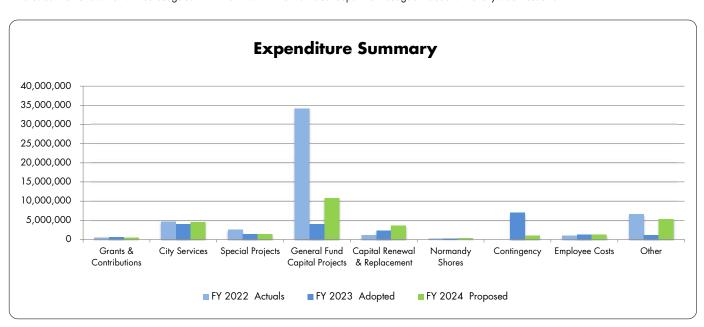
OTHER

- The FY 2024 budget includes a \$3,028,000 recurring enhancement for General Fund reserve, based on the policy set forth in Resolution 2019-30954, which set a required reserve for emergencies of 17% and an additional reserve for contingencies of 8%, for a total reserve target of 25% of the preliminary General Fund annual operating budget.
- The FY 2024 budget includes a \$978,000 recurring enhancement for Capital reserve pursuant to Resolution No. 2006-26341 adopted by the City Commission on September 21, 2006, the City of Miami Beach shall have a goal to fund at least 5% of the General Fund Budget for capital needs.
- The FY 2024 budget includes a \$36,000 one-time contribution to the South Beach Quality of Life Capital Fund for funding of FY 2024 capital projects.

	FY 2021	FY 2022	FY 2023	FY 2024	2024 Prop to
	Actuals	Actuals	Adopted	Proposed	2023 Adop
GRANTS & CONTRIBUTIONS				-	
Garden Center (Botanical Garden)	152,000	38,000	152,000	152,000	C
North Beach Programming (fka Food Trucks/First Fridays)*	0	50,000	50,000	0	(50,000
New Year's Eve/Fourth of July (Ocean Drive Association)*	2,999	40,250	50,000	0	(50,000
lewish Museum	23,722	0	50,000	50.000	(33/333
UNIDAD Senior Center	14,000	0	0	0	C
Jewish Community Services of South Florida, Inc.	45,367	43,242	47,000	47,000	C
,		•	•	•	
Miami Beach Chamber/Visitor Center	36,000	36,000	36,000	36,000	C
Veteran's Day	9,100	37,662	40,000	40,000	C
Miami Beach Gay & Lesbian Chamber of Commerce	25,000	25,000	25,000	25,000	C
Miami Design Preservation League	23,000	23,000	23,000	23,000	C
Douglas Gardens Community Mental Health Center, Inc.	21,868	22,000	22,000	22,000	C
Miami Beach Community Health Center	22,000	27,500	22,000	22,000	C
South Florida Greater Miami Hispanic Chamber	23,428	23,266	24,000	24,000	C
Boys and Girls Club	17,000	17,000	17,000	17,000	C
Orange Bowl	17,000	17,000	17,000	17,000	C
Ayuda, Inc.	13,300	0	0	0	C
Sister Cities	0	20,000	25,000	25,000	C
COVID-19 Feeding Program	44,607	0	0	0	(2, 222
Hispanic and Black Affairs Subtotal \$	490,390	\$ 419,919	3,000 \$ 603,000	\$ 500,000	\$ (103,000
City Usage - Water/Sewer/Stormwater/Sanitation	2,727,905	3,472,764	3,348,000	4,181,000	833,000
Historic City Hall	209,000	275,000	149,000	12,000	(137,000
777 17th Street	389,101	729,634	211,000	211,000	(100.000
External Auditor*	159,000	155,185	180,000	0	(180,000
Property Management of City-Owned Facilities	3,000	0	0	0	
OIG Internal Service Chargeback	0	0	79,000	39,000	(40,000
State Court Costs Article V*	0	10,996	0	0	<u> </u>
Subtotal \$	3,488,006	\$ 4,643,578	\$ 3,967,000	\$ 4,443,000	\$ 476,000
SPECIAL PROJECTS					
Elections	56,631	611,939	654,000	620,000	(654,000
Performance Improvement/Workshops/Community Survey	22,592	<i>7</i> 7,990	117,000	139,000	22,000
Cost Allocation Study*	0	9,500	25,000	0	(25,000
Superlative Group (Coca Cola Sponsorship Commissions)	29,315	0	0	0	C
Contracted Repairs and Maint (Monuments)	30,000	37,960	30,000	30,000	C
OIG Funding	1,969,588	46,000	0	0	C
Other Studies	92,728	40,884	0	60,000	60,000
City Residency Pilot Program	0	0	150,000	150,000	C
Other	2,029,731	1,748,320	366,000	297,000	551,000
Subtotal \$	4,230,584	\$ 2,572,593	\$ 1,342,000	\$ 1,296,000	\$ (46,000
GENERAL FUND CAPITAL PROJECTS					
Pay-As-You-Go Capital Fund (Transfer)	4,252,000	34,141,000	3,974,000	10,720,000	6,746,000

		FY 2021	FY 2022	FY 2023	FY 2024	2	024 Prop to
		Actuals	Actuals	Adopted	Proposed		024 P10p 10 2023 Adop
CAPITAL RENEWAL & REPLACEMENT			71010410	7.u-pu			
Capital Ren & Repl. \$25,000 and Over (Transfer)		43,000	815,000	1,944,000	2,170,000		226,000
Capital Ren & Repl. Under \$25,000		268,316	337,761	326,000	1,393,000		1,067,000
The state of the s	Subtotal	\$ 311,316	\$ 1,152,761	\$ 2,270,000	\$ 3,563,000	\$	1,293,000
NORMANDY SHORES							
Transfer Out-Normandy Shores		111,000	252.000	282,000	316.000		34,000
,	Subtotal	\$ 111,000	\$ 252,000	\$ 282,000	\$ 316,000	\$	34,000
CONTINGENCY							
Operating Contingency		0	0	1,296,000	1,000,000		(296,000
Operating Contingency (Other)		0	0	5,715,000	0		(5,715,00
	Subtotal	\$ 0	\$ 0	\$ 7,011,000	\$ 1,000,000	\$	(6,011,000
EMPLOYEE COSTS							
Accumulated Leave		9,741,386	5	0	0		(
415 Excess Pension Plan		847,480	862,476	836,000	770,000		(66,000
Tuition Assistance Reimbursements		42,052	127,853	250,000	250,000		(
Employee Appreciation Events		<i>7</i> ,315	27,259	64,000	38,000		(26,00
New American Workforce		0	0	5,000	0		(5,00
401A Disability		3,399	2,982	4,000	4,000		
Internship Program		0	0	114,000	194,000		80,000
	Subtotal	\$ 10,641,632	\$ 1,020,576	\$ 1,273,000	\$ 1,256,000	\$	(17,00
OTHER							
Sunset Island 3 & 4 Undergrounding Debt Service		0	0	212,000	212,000		(
Marina Submerged Land Lease		210,883	215,153	0	0		(
Marina Properties		278,877	804,579	639,000	710,000		71,000
Info. & Comm. Technology Fund		300,000	300,000	300,000	300,000		
Transfer Out-Ameresco		12,000	15,000	16,000	16,000		(
Transfer to Capital Reserves Fund and SB QOL		0	5,197,000	0	1,014,000		1,014,00
Transfer to Building		816,408	0	0	0		(
Transfer to Reserves		0	0	0	3,028,000		3,028,000
	Subtotal	\$ 1,618,167	\$ 6,531,732	\$ 1,167,000	\$ 5,280,000	\$	4,113,00

^{*} Indicates line items which will be budgeted in FY 2024 within the individual department budgets instead of the Citywide Accounts



BACKGROUND

In 1967, the Legislature of Florida passed House Bill No. 2394 of Chapter 67-930 of the Laws of Florida. This legislation empowered cities and towns in all counties within the state of a specific population to impose, levy, and collect a municipal resort tax. In 1968, the City of Miami Beach commenced with the levy of a two percent (2%) tax on the rent of a room or rooms in any hotel, motel, rooming house or apartment house. This two percent (2%) tax was also levied upon the total sales price of all food and beverages (including beer and wine as of 1993 – per Chapter 93-286 Laws of Florida).

On November 3, 1992, an additional one percent (1%) tax on the rent of a room or rooms in any hotel, motel, rooming house or apartment house was approved by referendum. This additional tax became effective October 1, 1996 after the City entered into an agreement with a developer for a convention center headquarters hotel.

Another one percent (1%) tax on the rent of a room or rooms in any hotel, motel, rooming house or apartment house was implemented in December 2015 to partially fund the renovation and expansion of the Miami Beach Convention Center project. This project included re-orientation of the exhibit halls, exterior façade modifications, improvements along the canal and along all roadways, the addition of a multi-story ballroom and meeting rooms, as well as two levels of parking. The interior renovation included a re-configured division of the four main exhibition halls, additional programming of more flexible arrangements of private meeting rooms, and additional indoor/outdoor exhibition spaces.

All registered businesses must file on/or before the twentieth day of the month following the close of each calendar month a report with the City of the total rents or sales prices charged and received and the amount of tax collected.

No resort tax is imposed upon:

- Federal, state or city governments, or any agency thereof;
- Any nonprofit religious, nonprofit educational or nonprofit charitable institutions when engaged in carrying on the customary nonprofit religious, non-profit educational or nonprofit charitable activities;
- Rents paid by a permanent resident on his permanent place of abode:
- Rents paid by a lessee with a lease term longer than six months provided lease is not broken;
- School lunches served to students and teachers:
- All hospital meals and rooms;
- All premises and transactions exempted under the provisions of F.S. 212.03; and
- Any transaction involving rent or sales price of less than \$0.50

ALLOWABLE USES

Allowable uses of the municipal resort tax are spelled out in Chapter 67-930 (Section 6) of the Laws of Florida, as amended, and Section 5.03 of the City of Miami Beach Charter, as amended, as follows: the promotion of the tourist industry, which includes, but is not restricted to publicity, advertising, news bureau, promotional events, convention bureau activities, capital improvements, and the maintenance of all physical assets in connection therewith; and for the payment of the reasonable and necessary expenses of collecting, handling, and processing of said tax. These allowable uses have led to increased tourist activities, such as Art Basel, the Air and Sea Show, and various other special events.

Initially, fifty percent (50%) of the first one percent (1%) tax was committed to the repayment of a portion of the debt service on the Miami Beach Redevelopment Agency – City Center/Historic Convention Village bonds. These bonds were used for the development, improvement, and construction of certain public areas, including a portion of the Cultural Center facilities located within the City Center Redevelopment Agency.

The remaining fifty percent (50%) was allocated equally among North Beach, Middle Beach, and South Beach for the maintenance and enhancement of Miami Beach's tourist related areas, which were to be used for the following: beautification and landscaping within these areas, various art and cultural programs, and public safety. Effective 2005, this fifty percent (50%) was re-allocated equally among North Beach, Middle Beach, and South Beach for capital projects that enhance Miami Beach's tourist related areas and various arts and cultural programs. Commencing 2014, a fifth category was added for Transportation.

In FY 2015, the fifty percent (50%) of the 1 percent (1%) tax that was committed to the repayment of a portion of the debt service on the Miami Beach Redevelopment Agency - City Center/Historic Convention Village bonds was released from covering debt service obligations and became available for appropriation as a result of the extension of the City Center Redevelopment Agency. In addition, the funding splits of the additional one percent tax were modified as follows: 10 percent (10%) for the Arts, forty five percent (45%) for Transportation, and fifteen percent (15%) each in North, Middle, and South Beach for tourism-related capital projects. Actuals for the FY 2017 and FY 2018 1 percent tax reflect these funding allocations. Commencing FY 2019, the adopted budget included a subsequent change to the funding allocation of the one percent (1%) tax as follows: 60 percent (60%) for Transportation, 10 percent (10%) for the Arts, and 10 percent (10%) each in North, Middle, and South Beach for tourism-related capital projects. The FY 2024 budget is reflective of the updated allocation adopted by the City Commission commencing FY 2019.

BUDGET HIGHLIGHTS

Each year, for over the past 20 years, except during the years following the September 11, 2001 tragedy and 2008 economic downturn, collections have steadily increased due to the growth of new restaurants and hotels in the City. In FY 2017, however, Resort Tax collections were adversely impacted by a series of economic stresses, which impacted tourism throughout the City, but subsequently improved in FY 2018 and FY 2019. In FY 2020, the City experienced the disastrous effects of the COVID-19 pandemic on tourism. Revenues were severely impacted starting March of 2020 and continued to suffer throughout FY 2020 and through the early months of FY 2021. During the second half of FY 2021, revenues began to rebound, thanks in large part to the City of Miami Beach becoming a premier destination in the United States, as domestic travel began to pick up again. The rebound in revenues continued to show improvement in FY 2022 and FY 2023 returning to normalcy. The FY 2024 budget reflects a continuation of FY 2023 trends.

- \$45,432,000 (increase of \$6,205,000 from FY 2023) provided to the General Fund to support continuing tourism eligible expenditures such as Code enforcement, cleanliness, the Park Ranger program, homelessness at Lummus Park, increased support for the Miami Beach Botanical Gardens and the City's cultural facilities, public safety programs such as Ocean Rescue, Police services on Lincoln Road, Ocean Drive/Lummus Park, Collins Avenue, Washington Avenue, ATV officers, Boardwalk security, special traffic enforcement and staffing during high impact periods. Funding also supports Code Compliance enforcement in the entertainment areas, a portion of the operational costs of the Tourism and Culture Department and the Economic Development Department.
- \$3,152,000 (decrease of \$817,000 compared to FY 2023) contribution to the Sanitation Fund for cleaning services provided throughout the entertainment areas
- \$9,357,000 (increase of \$493,000 over FY 2023) contribution to the Greater Miami Convention and Visitors Bureau (GMCVB) based on the current performance-based contract for FY 2024
- \$6,324,000 (increase of \$541,000 over FY 2023) for enhancing City services, inclusive of Goodwill Ambassadors, during high impact periods such as Memorial Day, July 4th, the month of March, and Art Basel (includes \$600,000 recurring enhancement for FY 2024)
- \$3,679,000 (increase of \$246,000 over FY 2023) contribution to the Miami Beach Visitor and Convention Authority (VCA) based on the legislated funding formula

BUDGET HIGHLIGHTS CONT'D

- \$1,000,000 (year nine of a fifteen-year annual grant) contribution to Mount Sinai Medical Center to fund the design and construction of a new emergency room facility
- \$1,000,000 (no change over FY 2023) in contingency for unforeseen expenditures incurred during FY 2024
- \$542,000 to support the initiative to provide better service by adding attendants to the beachfront restrooms in Lummus Park and 21st street on weekends, holidays, and during high impact periods
- \$700,000 (increase of \$119,000 over FY 2023) for enhanced holiday lighting throughout the City's tourism areas
- \$400,000 for sponsorship agreements as approved by the City Commission
- \$350,000 contribution to partially offset expenditures for the Miami Beach Air and Sea Show
- \$166,000 (decrease of \$34,000 compared to FY 2023) to continue the local Miami Beach marketing campaign, which is matched with funds from the Greater Miami Convention and Visitors Bureau (GMCVB), the Miami Beach Visitor and Convention Authority (VCA), and the Cultural Arts Council (CAC)
- \$188,000 sponsorship to Miami Beach Pride for its annual festival, which includes \$25,000 for rental of a ferris wheel
- \$135,000 for Memorial Day weekend cultural activation events
- \$125,000 for Domestic Violence program
- \$125,000 for Homeless Trust funding
- \$150,000 contribution to partially offset expenditures for Miami Design Preservation League's Art Deco Weekend
- \$100,000 to provide funding for activation of cultural programming to increase the City's portfolio of free arts and cultural events throughout the City
- \$205,000 for Lummus Park cultural activation events
- \$280,000 (increase of \$80K over FY 2023 for Fireworks barge) contribution towards the July 4th fireworks events in North Beach and Collins Park

BUDGET HIGHLIGHTS CONT'D

- \$105,000 for professional consulting fees (\$70,000), annual audit services (\$19,000), and an updated Resort Tax Cost Allocation Study (\$25,000)
- \$75,000 for Pride Park, Collins Canal Park, Collins Park Cultural Arts Programming
- \$100,000 for No Vacancy, Miami Beach (\$25,000 increase over FY 2023)
- \$50,000 for Special Events Marketing Sponsorships
- \$36,000 for the painting of lifeguard stands on the beach every other year so that they are on a constant painting cycle instead of an ad-hoc or as-needed basis
- \$10,000 (decrease of \$5,000 compared to FY 2023) for year
 4 of Seafood Festival Sponsorship Agreement
- \$5,000 for annual Juneteenth Event Activities
- \$1,078,000 for large-scale community events (recurring enhancement for FY 2024)
- \$101,000 for Ocean Drive programming (recurring enhancment for FY 2024

BUDGET HIGHLIGHTS CONT'D

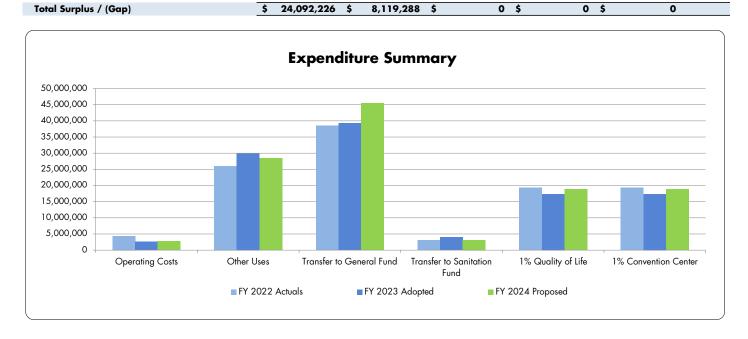
- \$18,810,000 (increase of \$1,438,000) for North, Middle, and South Beach Quality of Life (QOL) Capital Projects that enhance Miami Beach's tourist related areas, plus continued support of transportation initiatives and various arts and cultural programs based on the following allocation adopted by the City Commission commencing FY 2019: Transportation 60%, North Beach (QOL) 10%, Middle Beach (QOL) 10%, South Beach (QOL) 10%, Arts 10%
- \$18,810,000 for debt service associated with the Resort Tax revenue bonds issued in 2015 for the expansion and renovation of the Miami Beach Convention Center and Convention Center Renewal and Replacement projects in accordance with Resolution 2012-27902



		F	RES(ORT TAX 2%							
		FY 2021 Actuals		FY 2022 Actuals		FY 2023 Adopted		FY 2024 Proposed	FY 2024 Pro to FY 2023 Adop	•	% Diff
% Revenues:											
2% Rooms		25,912,298		39,083,486		34,757,000		37,586,000	2,829,0		8%
2% Food and Beverage		30,396,760		39,629,618		36,742,000		39,028,000	2,286,0		6%
Special Assessment-North Shore		8,345		4,235		4,000		4,000		0	0%
Special Assessment-Lincoln Road		0		94		0		0		0	0%
Interest Income		226,184		515,318		231,000		1,824,000	1,593,0		690%
Registration Fees, Filing Fees, etc.		19,251		18,1 <i>7</i> 3		16,000		16,000		0	0%
Other Miscellaneous Revenues		398,511		150,542		0		0		0	0%
Fund Balance/Retained Earnings		0		0		3,955,000		1,256,000	(2,699,0		-68%
	Total 2% Revenue \$	56,961,349	\$	79,401,466	\$	75,705,000	\$	79,714,000	\$ 4,009,0	00	5%
% Expenditures:											
Operating Costs:											
Finance		457,984		456,904		477,000		497,000	20,0	00	4%
Internal Audit (OIG)		611,726		652,781		685,000		718,000	33,0	00	5%
Code Compliance		455,130		752,099		1,438,000		1,488,000	50,0		3%
Police		2,348,918		2,440,307		0			•	0	0%
	Sub-Total \$	3,873,758	\$	4,302,091	\$	2,600,000	\$	2,703,000	\$ 103,0	00	4%
Other Uses:											
Contribution to Miami Beach VC	CA	1,439,735		3,770,869		3,433,000		3,679,000	246,0	00	7%
Contribution to Bureau		5,463,156		7,486,108		8,864,000		9,357,000	493,0	00	6%
Contribution to Mt. Sinai		1,000,000		1,000,000		1,000,000		1,000,000		0	0%
Marketing/Promotions		155,603		127,826		210,000		166,000	(44,0	(00	-21%
Goodwill Ambassadors		206,977		234,433		160,000		235,000	75,0	00	47%
High Impact Periods:		•						•	•		
Police		3,653,899		4,182,754		5,021,000		5,466,000	445,0	00	9%
Fire/Ocean Rescue		179,990		323,093		350,000		350,000		0	0%
Code Compliance		166,253		180,000		180,000		180,000		0	0%
Emergency Management		6,618		9,766		10,000		31,000	21,0	00	210%
Parks and Recreation		12,000		11,995		12,000		12,000		0	0%
Facilities		0		0		50,000		50,000		0	0%
Holiday Decorations		496,295		688,317		581,000		700,000	119,0	00	20%
Sanitation-Beachfront Restroom	Attendants	541,984		476,914		542,000		542,000	•	0	0%
Professional Services		112,551		186,041		248,000		45,000	(203,0	(00)	-82%
General Fund Administrative Fee	es	1,199,000		1,811,974		1,896,000		1,599,000	(297,0		-16%
Sponsorships & Other Resort Tax	x Eligible Expenditures	1,622,777		5,474,524		6,234,000		3,877,000	(2,357,0		-38%
Operating Contingency	J ,	0		0		1,000,000		1,000,000	, , , , , ,	0	0%
OIG Funding		0		71,000		118,000		138,000	20,0		17%
U	Sub-Total \$	16,256,838	\$	26,035,613	\$	29,909,000	\$	28,427,000	\$ (1,482,0	00)	-5%
Transfers/Debt/Obligations:											
Sanitation Fund Contribution		5.780.000		3.040.000		3.969.000		3.152.000	(817,0	100	-21%
General Fund Contribution		6,415,000		38,448,000		39,227,000		45,432,000	6,205,0		16%
Convention Center Debt Service		543,527		(543,527)		07,227,000		0	3,200,0	0	0%
2 2 2 3 6 6 1 1 1 2 2 2 2 3 1 6 6 1 1 1 2 2 2 3 1 6 6 1 1 1 2 2 2 3 1 6 6 1 1 1 2 2 2 3 1 6 6 1 1 1 2 2 2 3 1 6 6 1 1 1 2 2 3 3 1 6 6 1 1 1 2 2 3 3 1 6 6 1 1 1 2 2 3 3 1 6 6 1 1 1 2 2 3 3 1 6 6 1 1 1 2 2 3 3 1 6 6 1 1 1 2 2 3 3 1 6 6 1 1 1 2 2 3 3 1 6 6 1 1 1 2 2 3 3 1 6 6 1 1 1 2 2 3 3 1 6 6 1 1 1 2 2 3 3 1 6 6 1 1 1 2 2 3 3 1 6 6 1 1 1 2 2 3 3 1 6 6 1 1 1 2 2 3 3 1 6 6 1 1 1 2 2 3 3 1 6 6 1 1 1 2 2 3 3 1 6 6 1 1 1 2 2 3 3 1 2 2 3 3 1 2 2 3 3 3 1 2 2 3 3 3 3	Sub-total \$	12,738,527	\$	40,944,473	\$	43,196,000	\$	48,584,000	\$ 5,388,0	-	12%
Total	al 2% Expenditures \$	32,869,123	\$	71,282,178	\$	75,705,000	\$	79,714,000	\$ 4,009,0	00	5%
Ne	t 2% Surplus/(Gap) \$	24,092,226	Ş	8,119,288	Ş	0	Ş	0	\$	0	

	R	RES	ORT TAX 1%				
	FY 2021 FY 2022 Actuals Actuals			FY 2023 Adopted	FY 2024 Proposed	Y 2024 Prop to FY 2023 Adop	% Diff
1% Revenues:							
1% Rooms	12,949,142		19,297,157	17,372,000	18,810,000	1,438,000	8%
Total 1% Revenues	\$ 12,949,142	\$	19,297,157	\$ 17,372,000	\$ 18,810,000	\$ 1,438,000	8%
1% Expenditures:							
South Beach - Quality of Life Capital	1,294,914		1,929,716	1,737,000	1,881,000	144,000	8%
Middle Beach - Quality of Life Capital	1,294,914		1,929,716	1,737,000	1,881,000	144,000	8%
North Beach - Quality of Life Capital	1,294,914		1,929,716	1,737,000	1,881,000	144,000	8%
Arts	1,294,914		1,929,716	1,737,000	1,881,000	144,000	8%
Transportation	7,769,485		11,578,294	10,424,000	11,286,000	862,000	8%
Total 1% Expenditures	\$ 12,949,142	\$	19,297,157	\$ 17,372,000	\$ 18,810,000	\$ 1,438,000	8%
Net 1% Surplus/(Gap)	\$ 0	\$	0	\$ 0	\$ 0	\$ 0	

		CONV	/EN	TION CENTER	1%								
		FY 2021 FY 2022 FY 2023 Actuals Actuals Adopted				FY 2024 Proposed		Y 2024 Prop to FY 2023 Adop	% Diff				
1% Convention Center Revenues:													
1% Rooms		12,949,142		19,297,157		17,372,000		18,810,000		1,438,000	8%		
Total 1% Convention Center Revenues	\$	12,949,142	\$	19,297,157	\$	17,372,000	\$	18,810,000	\$	1,438,000	8%		
1% Convention Center Expenditures:													
Debt Service Costs		12,949,142		12,997,748		12,456,000		12,457,000		1,000	0%		
Transfer to Convention Center Ren & Repl.		0		6,299,410		4,916,000		6,353,000		1,437,000	100%		
Total 1% Convention Center Expenditures	\$	12,949,142	\$	19,297,157	\$	17,372,000	\$	18,810,000	\$	1,438,000	8%		
Net 1% Surplus/(Gap)	\$	0	\$	0	\$	0	\$	0	\$	0			
TOTAL RESORT TAX													
Total Resort Tax Revenues:	\$	82,859,633	\$	117,995,780	\$	110,449,000	\$	117,334,000	\$	6,885,000	6%		
Total Resort Tax Expenditures:	\$	58,767,407	Ś	109,876,492	Ś	110,449,000	Ś	117,334,000	Ė	6,885,000	6%		





City Center Redevelopment Area



453

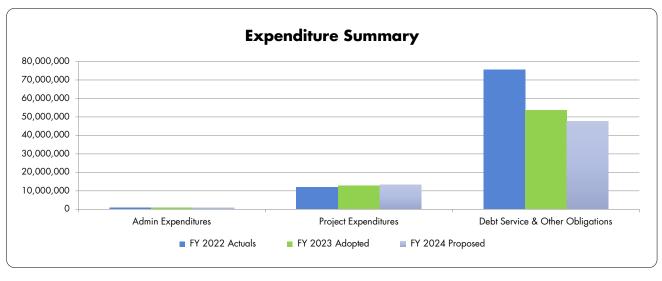
BUDGET HIGHLIGHTS

- Based on the 2023 Certificate of Taxable Value from the Property Appraiser's Office released on July 1st, the certified value of property in City Center increased by 2.7% over 2022 to \$6.2 billion. The City portion of the tax increment totals \$32.6 million and \$25.6 million for the County's portion of the tax increment. However, as in previous years, the City has received correspondence from the County advising of the finalization of the tax roll for the prior year, which in the case of 2021, reflects a decrease from the preliminary valuation for the same year and will result in a corresponding adjustment/reduction of TIF revenues totaling a combined \$2.8 million for FY 2024.
- Additional sources of revenue include an estimated \$288,000 in interest income.
- Use of approximately \$6.0 million from prior year excess RDA
 Trust Fund revenues pursuant to the 3rd Amendment of the RDA
 Interlocal Agreement to be reimbursed to Miami-Dade County
 based on Miami-Dade County's proportionate share of prior
 year administration, community policing, and capital projects
 maintenance expenses incurred in the prior year.
- Project-related expenditures account for approximately \$13.2 million, which includes \$5.3 million allocated for community policing initiatives in City Center to continue to provide enhanced levels of staffing and services throughout the area and \$7.9 million for maintenance of RDA projects. There is no additional funding for on-going and planned capital projects in City Center in the FY 2024 budget due to the RDA extension for the renovation and expansion of the Miami Beach Convention Center
- Administrative expenditures total \$892,000, which include a management fee of \$658,000 allocated to the General Fund to pay for direct and indirect staff support; \$23,000 for annual auditing fees; and \$211,000 for internal services expenditures.

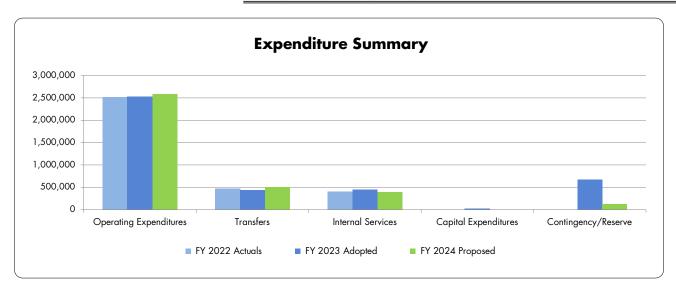
BUDGET HIGHLIGHTS CONT'D

- \$20.9 million is budgeted for debt service costs related to the Convention Center bonds. On December 15, 2015, the Redevelopment Agency (RDA) issued \$286,245,000 in Tax Increment Revenue and Revenue Refunding Bonds, Series 2015A, and \$35,850,000 in Tax Increment Revenue Refunding Bonds, Taxable Series 2015B. The Series 2015A bonds were used, together with certain other legally available monies of the Agency to (i) provided for the current refunding of all the outstanding Series 2005B bonds, (ii) financed certain costs of acquiring and constructing renovations to the Miami Beach Convention Center and certain other improvements, and (iii) paid costs of issuance of the Series 2015 bond and refunding the outstanding Series 2005B bonds. The Series 2015B (i) provided for the advance refunding of all the outstanding Series 1998 bonds, (ii) provided for the current refunding of all the outstanding Series 2005A bonds, and (iii) paid costs of issuance of the Series 2015B bonds and refunding the outstanding Series 1998A bonds and the outstanding Series 2015A bonds, including the portion of the premium allocable to the Series 2015B bonds for the reserve policy.
- \$15.8 million is budgeted as a set-aside for debt service to provide a reserve over and above the annual required debt service payment that can be used to finance any potential shortfalls in the RDA fund or pay down the Convention Center bonds early, but not prior to FY 2024.
- Other line-item expenditures include those items that, pursuant to the existing Bond Covenants, may only be expended once the annual debt service obligations have been met. These include a \$4.0 million transfer to the Miami Beach Convention Center Fund; \$366,000 for the County's administrative fees, which are equivalent to 1.5% of the County's respective TIF payment; and the corresponding \$466,000 contribution to the City's General Fund, which is equivalent to 1.5% of the City's TIF payment for FY 2024.

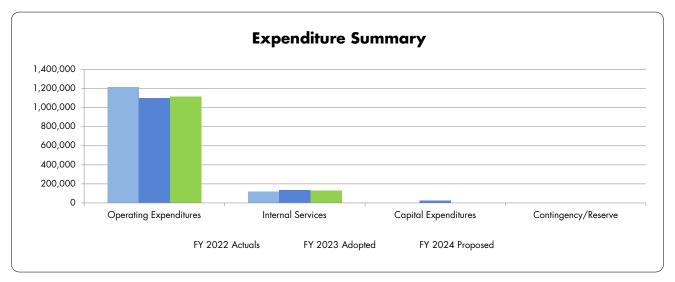
	FY 2021		t Area Opera FY 2022	~~~	FY 2023	FY 2024	EV	2024 Prop to
D	Actuals		Actuals					-
Revenues and Other Sources of Income	 				Adopted	Proposed	<u> </u>	1 2023 Adop
Tax Increment - City	32,174,218		31,123,959		31,660,000	32,571,000		911,000
Proj Adjustment to City Increment	(1,063,324)		(1,318,900)		(1,487,000)	(1,545,000)		(58,000
Tax Increment - County	26,189,600		25,185,303		25,133,000	25,597,000		464,000
Proj Adjustment to County Increment	(866,225)		(1,074,427)		(1,212,000)	(1,251,000)		(39,000
Interest Income	272,879		270,858		102,000	288,000		186,000
Fund Balance/Retained Earnings	12,51 <i>7</i> ,919		39,745,640		13,291,000	6,054,000		(7,237,000
Other Income/Adjustments:	 (155,755)		(5,268,332)		0	0		0
TOTAL REVENUES	\$ 69,069,312	\$	88,664,101	\$	67,487,000	\$ 61,714,000	\$	(5,773,000
Admin/Operating Expenditures								
Management Fee	537,000		564,000		606,000	658,000		52,000
Audit fees	21,000		21,630		22,000	23,000		1,000
Internal Services	173,000		332,000		258,000	211,000		(47,000
Total Admin/Operating Expenditures	\$ 731,000	\$	917,630	\$	886,000	\$ 892,000	\$	6,000
Project Expenditures								
Community Policing:								
Police	4,630,142		4,655,588		4,880,000	5,056,000		176,000
Code Compliance	178,165		208,059		200,500	237,000		36,500
Capital Projects Maintenance:	•		•			·		•
Property Mgmt.	1,537,366		1,670,632		1,930,000	2,278,000		348,000
Sanitation	4,467,798		4,262,000		4,364,500	4,129,500		(235,000
Greenspace	771,255		743,795		922,000	914,500		(7,500
Parks Maintenance	329,915		462,438		507,000	594,000		87,000
Total Project Expenditures	\$ 11,914,640	\$	12,002,512	\$	12,804,000	\$ 13,209,000	\$	405,000
Reserves, Debt Service and Other Obligations								
Debt Service Cost	21,706,729		21,713,369		21,732,000	20,913,000		(819,000
Reserve for County Admin Fee	379,851		361,663		359,000	366,000		7,000
Reserve for CMB Contribution	466,663		477,075		453,000	466,000		13,000
Reserve for County Reimbursement:	,		,		,	,		,
Transfer to County Reimbursement	3,951,919		4,174,394		4,443,000	6,054,000		1,611,000
Transfer to County Beach Renourishment	1,500,000		1,500,000		1,500,000	0		(1,500,000
Reserve for City Reimbursement:	.,000,000		.,000,000		.,000,000			(1,000,000
Transfer to General Fund	4,414,000		0		0	0		0
Transfer to Beach Renourishment Fund	1,500,000		1,500,000		1,500,000	0		(1,500,000
Transfer for Convention Center Settlement	0		27,100,000		0	0		(1,300,000
Transfer to Fleet Management Fund	1,152,000		5,471,246		5,848,000	0		(5,848,000
Transfer to Convention Center	3,250,000		4,000,000		4,000,000	4,000,000		(3,040,000
Set-aside for Debt Payoff	18,102,511		9,446,212		13,962,000	15,814,000		1,852,000
Total Reserves, Debt, & Other Obligations	\$ 56,423,673	\$	75,743,959	\$	53,797,000	\$ 47,613,000	\$	(6,184,000
TOTAL EXPENDITURES AND OBLIGATIONS	\$ 69,069,312	Ś	88,664,101	\$	67,487,000	\$ 61,714,000	\$	(5,773,000
							•	
SURPLUS / (GAP)	\$ 0	\$	0	\$	0	\$ 0	\$	0



Anchor Parking Garage	FY 2021	r Shops Opero	FY 2023	FY 2024	FY 2	024 Prop to
Revenues:	Actuals	Actuals	Adopted	Proposed		2023 Adop
Valet Parking	137,986	277,487	362,000	312,000		(50,000)
Monthly Permits	374,570	473,094	566,000	546,000		(20,000)
Attended Parking	1,607,046	1,749,347	1,927,000	1,913,000		(14,000)
Interest Income	41,551	52,931	19,000	121,000		102,000
Misc./ Other	1,549	1,169	1,000	2,000		1,000
TOTAL REVENUES	\$ 2,162,701	\$ 2,554,028	\$ 2,875,000	\$ 2,894,000	\$	19,000
Expenditures:						
Operating Expenditures	1,759,290	2,246,314	2,316,000	2,332,000		16,000
Transfer Out to Penn Garage	295,000	155,000	123,000	211,000		88,000
Internal Services	373,000	368,000	412,000	351,000		(61,000)
Capital	0	0	24,000	0		(24,000)
Contingency/Reserve	0	0	0	0		0
TOTAL EXPENDITURES	\$ 2,427,290	\$ 2,769,314	\$ 2,875,000	\$ 2,894,000	\$	19,000
Revenues Less Expenditures	\$ (264,589)	\$ (215,286)	\$ 0	\$ 0	\$	0
Anchor Shops	FY 2021	FY 2022	FY 2023	FY 2024		024 Prop to
Revenues:	Actuals	 Actuals	Adopted	Proposed	FY	2023 Adop
Retail Leasing	270,087	375,11 <i>7</i>	1,077,000	491,000		(586,000)
				103,000		(54,000)
Capital & Maintenance	28,083	169,267	157,000			
Interest Earned	41,079	52,847	19,000	120,000		101,000
Interest Earned Miscellaneous	41,079 13	52,847 38	19,000 0	120,000		0
Interest Earned Miscellaneous Fund Balance/Retained Earnings	 41,079 13 0	52,847 38 0	19,000 0 0	120,000 0 0		0
Interest Earned Miscellaneous	\$ 41,079 13 0	\$ 52,847 38	\$ 19,000 0	\$ 120,000	\$	0
Interest Earned Miscellaneous Fund Balance/Retained Earnings TOTAL REVENUES Expenditures:	\$ 41,079 13 0 339,263	\$ 52,847 38 0 597,270	\$ 19,000 0 0 1,253,000	\$ 120,000 0 0 714,000	\$	(539,000)
Interest Earned Miscellaneous Fund Balance/Retained Earnings TOTAL REVENUES Expenditures: Operating Expenditures	\$ 41,079 13 0 339,263 99,362	\$ 52,847 38 0 597,270	\$ 19,000 0 0 1,253,000 221,000	\$ 120,000 0 0 714,000 252,000	\$	0 0 (539,000)
Interest Earned Miscellaneous Fund Balance/Retained Earnings TOTAL REVENUES Expenditures: Operating Expenditures Transfer Out to Penn Shops	\$ 41,079 13 0 339,263 99,362 321,000	\$ 52,847 38 0 597,270 274,391 323,000	\$ 19,000 0 0 1,253,000 221,000 314,000	\$ 120,000 0 0 714,000 252,000 296,000	\$	0 0 (539,000) 31,000 (18,000)
Interest Earned Miscellaneous Fund Balance/Retained Earnings TOTAL REVENUES Expenditures: Operating Expenditures Transfer Out to Penn Shops Internal Services	\$ 41,079 13 0 339,263 99,362 321,000 91,563	\$ 52,847 38 0 597,270 274,391 323,000 37,000	\$ 19,000 0 0 1,253,000 221,000 314,000 38,000	\$ 120,000 0 0 714,000 252,000 296,000 41,000	\$	31,000 (18,000) 3,000
Interest Earned Miscellaneous Fund Balance/Retained Earnings TOTAL REVENUES Expenditures: Operating Expenditures Transfer Out to Penn Shops Internal Services Contingency/Reserve	41,079 13 0 339,263 99,362 321,000 91,563 0	52,847 38 0 597,270 274,391 323,000 37,000 0	19,000 0 0 1,253,000 221,000 314,000 38,000 680,000	120,000 0 0 714,000 252,000 296,000 41,000 125,000		31,000 (18,000) 3,000 (555,000)
Interest Earned Miscellaneous Fund Balance/Retained Earnings TOTAL REVENUES Expenditures: Operating Expenditures Transfer Out to Penn Shops Internal Services	\$ 41,079 13 0 339,263 99,362 321,000 91,563	\$ 52,847 38 0 597,270 274,391 323,000 37,000	\$ 19,000 0 0 1,253,000 221,000 314,000 38,000	\$ 120,000 0 0 714,000 252,000 296,000 41,000		31,000 (18,000) 3,000
Interest Earned Miscellaneous Fund Balance/Retained Earnings TOTAL REVENUES Expenditures: Operating Expenditures Transfer Out to Penn Shops Internal Services Contingency/Reserve	41,079 13 0 339,263 99,362 321,000 91,563 0	\$ 52,847 38 0 597,270 274,391 323,000 37,000 0	\$ 19,000 0 0 1,253,000 221,000 314,000 38,000 680,000	120,000 0 0 714,000 252,000 296,000 41,000 125,000		31,000 (18,000) 3,000 (555,000)

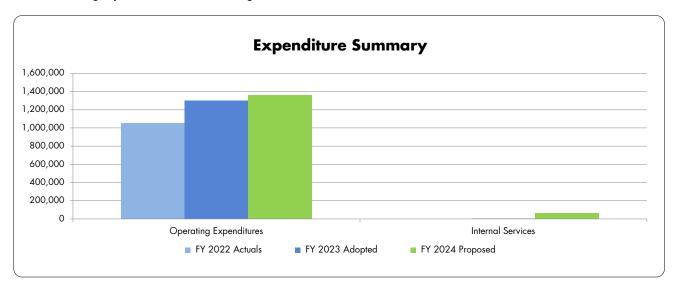


Pennsylvania Avenue Parking Garage	FY 2021	FY 2022	hops Operati FY 2023	_	FY 2024	EY 2	024 Prop to
Revenues:	Actuals	Actuals	Adopted		Proposed		2023 Adop
Transient	210,295	376,724	483,000		434,000		(49,000)
Monthly	221,585	293,436	336,000		286,000		(50,000)
Miscellaneous	280	196	0		0		0
Interest Income	5,634	8,823	4,000		17,000		13,000
Transfer In from Anchor Garage	295,000	155,000	123,000		211,000		88,000
TOTAL REVENUES	\$ 732,794	\$ 834,179	\$ 946,000	\$	948,000	\$	2,000
Expenditures:							
Operating Expenditures	877,886	909,491	789,000		822,000		33,000
Internal Services	137,000	114,000	133,000		126,000		(7,000)
Capital	0	0	24,000		0		(24,000)
TOTAL EXPENDITURES	\$ 1,014,886	\$ 1,023,491	\$ 946,000	\$	948,000	\$	2,000
Revenues Less Expenditures	\$ (282,092)	\$ (189,311)	\$ 0	\$	0	\$	0
Pennsylvania Avenue Shops	FY 2021	FY 2022	FY 2023		FY 2024	FY 2	024 Prop to
Revenues:	Actuals	Actuals	Adopted		Proposed	FY	2023 Adop
Retail Leasing	1	1	0		0		0
Interest Earned	0	0	0		0		0
Transfers In from Anchor Shops	 321,000	323,000	314,000		296,000		(18,000)
TOTAL REVENUES	\$ 321,001	\$ 323,001	\$ 314,000	\$	296,000	\$	(18,000)
Expenditures:							
Expenditures: Operating Expenditures	333,165	303,545	312,000		294,000		(18,000)
•	333,165 0	303,545 2,000	312,000 2,000		294,000 2,000		(18,000) O
Operating Expenditures	\$	\$	\$ •	\$,	\$	(18,000) (18,000)
Operating Expenditures Internal Services TOTAL EXPENDITURES	\$ 0	2,000	2,000 314,000	\$	2,000		0



Collins Park Garage Operating Budget													
Collins Park Garage		FY 2021		FY 2022		FY 2023		FY 2024	FY	2024 Prop to			
Revenues:		Actuals		Actuals		Adopted		Proposed	F	Y 2023 Adop			
Transient		668,674		1,112,540		1,063,000		1,193,000		130,000			
Monthly		88 <i>,</i> 719		168,963		240,000		220,000		(20,000)			
Miscellaneous		55		84		0		0		0			
Interest Income		908		6,016		2,000		13,000		11,000			
TOTAL REVENUES	\$	758,356	\$	1,287,603	\$	1,305,000	\$	1,426,000	\$	121,000			
Expenditures:													
Operating Expenditures		675,031		1,056,494		1,302,000		1,363,000		61,000			
Internal Services		0		0		3,000		63,000		60,000			
TOTAL EXPENDITURES	\$	675,031	\$	1,056,494	\$	1,305,000	\$	1,426,000	\$	121,000			
Revenues Less Expenditures	\$	83,325	\$	231,109	\$	0	\$	0	\$	0			

^{*}Collins Park Garage operations commenced during FY 2021.



NORTH BEACH COMMUNITY REDEVELOPMENT AGENCY



Fiscal Year 2024 Proposed Operating Budget and Work Plan

North Beach Community Redevelopment Agency 1755 Meridian Avenue Miami Beach, FL 33139

Board of Directors

Dan Gelber, Chair
Kristen Rosen Gonzalez, Board member
Laura Dominguez, Board member
Alex J. Fernandez, Board member
Steven Meiner, Board member
Ricky Arriola, Board member
David Richardson, Board member
Micky Steinberg, Board member

Executive Staff

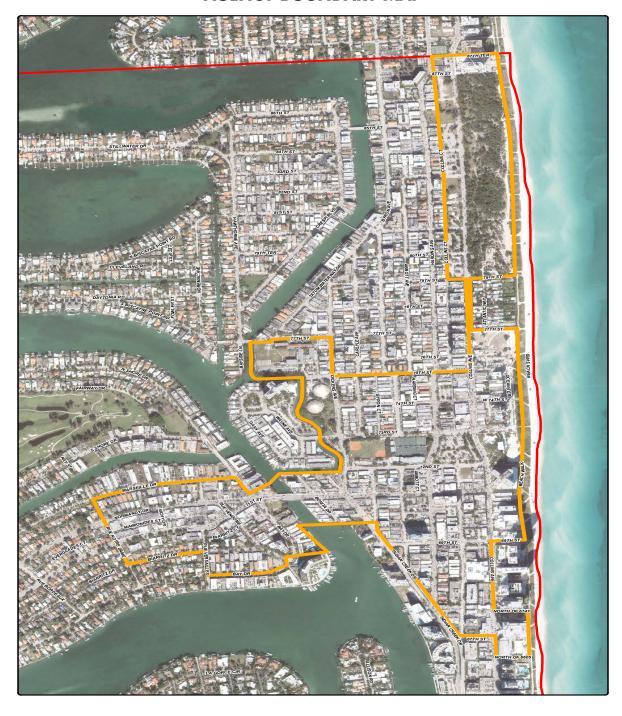
Alina T. Hudak, Executive Director Rafael Paz, General Counsel Rafael Granado, Secretary

North Beach CRA Advisory Committee

Jose Smith, Chair
Betsy Perez, Vice Chair
Ronnie Issenberg
Elizabeth Latone
Romina Orozco-Encio
Manning Salazar
David Sexton

NORTH BEACH COMMUNITY REDEVELOPMENT AGENCY

NORTH BEACH COMMUNITY REDEVELOPMENT AGENCY BOUNDARY MAP





MESSAGE FROM THE EXECUTIVE DIRECTOR ALINA T. HUDAK

Honorable Chair Dan Gelber and Board of Directors:

I am pleased and honored to present for your consideration the Fiscal Year 2024 proposed budget for the North Beach Community Redevelopment Agency. Fiscal Year 2023 represented the inaugural budget year for the North Beach CRA following establishment and approval by Miami-Dade County on July 20, 2021. The Proposed Operating Budget and Work Plan for Fiscal Year 2024 herein, commencing on October 1, 2023 and ending on September 30, 2024, is the second budget for the North Beach CRA.

We are excited by the second consecutive year of significant growth in the Redevelopment Area following the 2021 base year. The combined tax increment revenue from the City of Miami Beach and Miami-Dade County totals approximately \$1.9 million reflecting an increase of approximately 87% over the prior year. The Redevelopment Area has

experienced a 21.85% increase in taxable values from \$1.42 billion in the base year to \$1.73 billion in the current year, which is symbolic of the potential of the area.

On June 21, 2023, the Miami-Dade County Board of County Commissioners approved (ratified) the North Beach CRA Fiscal Year 2023 Budget, as required by Florida law. Following this approval and pursuant to the Interlocal Agreement, the North Beach CRA then began to expend budgeted funds to implement the Redevelopment Plan.

In planning for the future, the executive team, with input from the North Beach CRA Advisory Committee, has identified early short-term and long-term strategies, initiatives, and programs based on the approved Redevelopment Plan, that should enhance the area and lay the foundation for future economic investment. Similar to the prior budget year, the proposed budget for Fiscal Year 2024 recommends a prudent set aside of approximately 50% of tax increment financing revenue for future projects such as affordable and workforce housing and infrastructure and major projects that are essential to the community.

The North Beach CRA district, and North Beach community, is at a pivotal point with the completion of the Beachwalk and Rue Vendome Plaza renovation, progress on planning for the Byron Carlyle Theater through the City's Arts and Culture General Obligation Bond, implementation of public improvements on Ocean Terrace, and several other approved projects in the North Beach Town Center zoning district, including 72 Park Residences. The area is poised for significant economic investment which may include the redevelopment of the Deauville Hotel site, development of the 72nd Street Community Complex, and major resiliency projects. We are confident that the tax increment revenue will be accelerated by direct and indirect economic development resulting from North Beach CRA programs and investments.

The proposed budget contains allocations for a beautification program including, but not limited to, commercial façade and residential property improvement programs; enhanced services including community policing, code compliance, and sanitation; arts and culture-related branding, communications, and marketing; small business development programs and services; and administrative expenses including administrative fees as required by Miami-Dade County, development of a short-term strategic plan, and the operations of the North Beach CRA office within the Redevelopment Area.

Establishing a solid organizational and fiscal foundation for the North Beach CRA is essential to long-term success. I would like to thank the greater Miami Beach community, led by Chair Dan Gelber, North Beach CRA Board of Directors, and the North Beach CRA Advisory Committee for continued leadership and guidance in the budget and planning process for one of the City's most unique and promising areas. It is our collective collaboration, innovation, and fiscal conscientiousness that will elevate and invigorate North Beach.

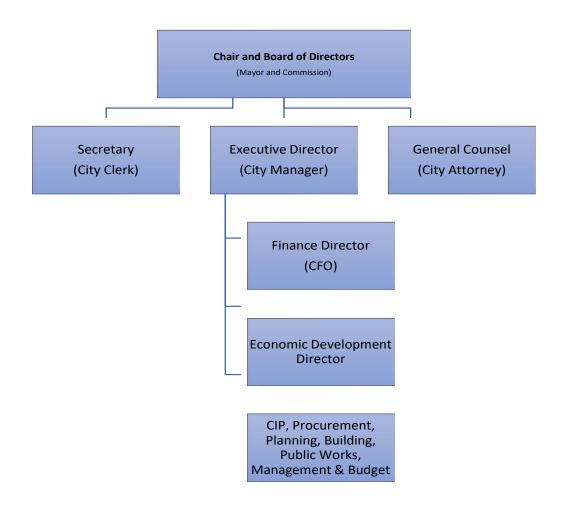
In addition to the Board of Directors and Advisory Committee, the North Beach CRA appreciates the contributions of Eric Carpenter, Deputy City Manager; Rickelle Williams, Assistant City Manager/Economic Development Director; Jason Greene, Chief Financial Officer; David Martinez, Capital Improvement Projects Director; Tameka Otto Stewart, Budget Director; Richard Ajami, Budget Officer; Kyle Teijeiro, Senior Budget Analyst; and Luis Wong, Administrative Services Manager.

Respectfully submitted,

Cline T. Hulak



ORGANIZATIONAL CHART





BACKGROUND

The City of Miami Beach is recognized and admired regionally, nationally, and internationally as a dynamic and vibrant destination. Between the warm climate, sprawling beach, and various cultural and lifestyle amenities, Miami Beach has distinguished itself as a thriving hospitality and tourism mecca. The City's significant investment in the arts, aesthetics, recreation, public safety, and climate resiliency, coupled with the depth and quality of residential and educational offerings, have made the City an ideal live-work-play environment. With tremendous quality of life characteristics and strategic, measured development and preservation over the years, the City has, overall, maintained and improved its status as a major driver of the Miami-Dade County economy and brand.

Notwithstanding, in comparison with other areas of the City, the North Beach area has trailed in the level of redevelopment, revitalization, economic growth, and investment. Substantial commercial vacancy, obsolete housing stock, limited new development, environmental and resiliency challenges, and depressed household income are among the challenges facing North Beach.

BACKGROUND CONT'D

There have been several efforts by the City of Miami Beach to encourage growth and investment in North Beach, including but not limited to the North Beach Revitalization Plan, the North Beach Master Plan (Plan NoBe), the West Lots Plan, and other initiatives focusing on climate resiliency, environmental sustainability, transportation, economic development, affordable housing, historic preservation, and land development regulations. The residents, Mayor, and City Commission have also approved General Obligation Bond (G.O. Bond) funding for major improvement projects in the North Beach area.

On July 17, 2019, the City Commission adopted Resolution No. 2019-30892, accepting a preliminary report concerning a finding of necessity for the redevelopment of a certain area of North Beach, and requesting that Miami-Dade County delegate redevelopment powers to the City. On July 8, 2020, the Miami-Dade County Board of County Commissioners ("BCC") approved Resolution No. R-619-20, delegating authority to the City to create the North Beach Community Redevelopment Agency (North Beach CRA), including direction to draft the North Beach CRA Redevelopment Plan and negotiate an Interlocal Agreement among the City, North Beach CRA, and Miami-Dade County to govern the redevelopment process.

BACKGROUND CONT'D

Pursuant to the County's delegation of authority, the City undertook a significant public engagement effort to prepare the Redevelopment Plan. Simultaneous with the City's preparation of the Redevelopment Plan, in order to delineate their respective areas of responsibility with respect to the redevelopment of the Redevelopment Area, the City, North Beach CRA, and County Administrations negotiated an interlocal cooperation agreement (the "Interlocal Agreement").

On February 10, 2021, by adopting Resolution No. 2021-31596, the Mayor and City Commission officially created the North Beach CRA pursuant to section 163.357, Florida Statutes, and declared the Mayor and City Commission to be the governing body of the North Beach CRA.

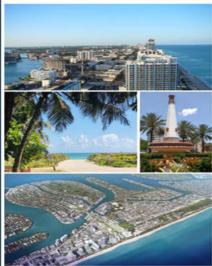
On May 12, 2021, pursuant to Resolution No. 003-2021, the Chairperson and Members of the North Beach CRA Board adopted the Redevelopment Plan and transmitted the Plan to the City Commission for approval, as required by Section 163.360(5), Florida Statutes. Additionally, pursuant to Resolution No. 004-2021, the Chairperson and Board members approved the Interlocal Agreement, authorized the Chairperson and Secretary to execute the Interlocal Agreement, and further, authorized the transmittal of the executed Interlocal Agreement to the BCC for its consideration and approval.

Likewise, on May 12, 2021, pursuant to Resolution No. 2021-31709, the Mayor and City Commission approved the Redevelopment Plan for the North Beach CRA and authorized its transmittal to the County. Contemporaneously, pursuant to Resolution No. 2021-31710, the Mayor and City Commission approved the Interlocal Agreement, authorized the Mayor and City Clerk to execute the Interlocal Agreement, and further, authorized the City Manager to transmit the executed Interlocal Agreement to the BCC for its consideration and approval.

On July 20, 2021, the BCC approved Ordinance No. 21-70 establishing the North Beach CRA Trust Fund and Resolution No. R-696-21 approving the Redevelopment Plan and the final, negotiated Interlocal Agreement, as amended. On July 28, 2021, the North Beach CRA Board adopted Resolution No. 005-2021 accepting the Interlocal Agreement. The City Commission also approved the Interlocal Agreement via Resolution No. 2021-31817. The North Beach CRA's governing documents and legislation may be accessed at its website: https://www.miamibeachfl.gov/northbeachcra.



North Beach Community Redevelopment Agency Redevelopment Plan May 2021



Approved by City of Miams Beach and North Beach CRA on May 12, 2021

PURPOSE STATEMENT

The North Beach CRA Redevelopment Plan envisions a vibrant, resilient community with a Town Center, increased housing density, preservation of historic structures, access to recreational amenities, available public parking, and additional restaurant and retail offerings to support new and current residents. The Redevelopment Plan concepts and approaches cover a range of project types across several implementation dimensions such as scale, scope, cost, time duration, and potential impact outcomes. The Redevelopment Plan presents goals and strategies which may be implemented using funding from tax increment revenue derived from within the designated boundary over the 30-year life of the North Beach CRA.

REDEVELOPMENT PLAN GOALS

- 1. Provide Economic Development Opportunities for Businesses, Property Owners, and Residents
- 2. Invest in Climate Resilience, Sustainability & Infrastructure
- 3. Strengthen Cultural Arts, Branding & Marketing, and Communication
- 4. Protect and Enhance the Neighborhood Character
- 5. Improve the Quality of Life of Residents and Visitors
- 6. Leverage Resources for Community Redevelopment

INTERLOCAL AGREEMENT

The adopted boundaries of the Redevelopment Area delineate the area within which tax revenue will be generated and captured during the 30-year life of the North Beach CRA, for expenditure on investments and projects identified in the Redevelopment Plan. As negotiated and approved, the Interlocal Agreement provides for material financial terms agreed upon by the City of Miami Beach, the North Beach CRA, and Miami-Dade County. The Interlocal Agreement contains the following provisions governing use of TIF revenue:

- One member of the County Commission, or a County Commission designee, may be appointed to serve on the North Beach CRA's Board of Commissioners (in addition to the other members appointed to the North Beach CRA's Board of Commissioners (i.e., the City Commission). Said County Commissioner, or designee, shall be vested with the same rights, duties, and obligations as any other North Beach CRA Board member; and
- No more than twenty percent (20%) of the total tax increment funds deposited annually into the Trust Fund by the City and the County shall be used for total administrative expenses (including indirect and overhead expenses which may not exceed six percent (6%) of the total contemplated administrative expenses to be spent under the Redevelopment Plan); and
- The County shall charge, and the North Beach CRA shall pay
 to the County, no later than March 31, an annual administrative
 fee ("County Administrative Fee"). This County Administrative
 Fee shall be 1.5% of the County's payment to the North Beach
 CRA. The County Administrative Fee shall not be included in the
 (20%) limit on administrative expenses defined in this section;
 and

INTERLOCAL AGREEMENT CONT'D

- The City and the County hereby agree to contribute 60 percent (60%) of the tax increment funds derived from the Redevelopment Area on an annual basis; and
- The North Beach CRA budget for expenditures funded by tax increment revenues shall be capped, so that an amount equal to the TIF revenues paid into the Trust Fund by the County and the City attributable to 10 percent (10%) of the incremental value in the Area, shall remain un-appropriated and un-expended, except for the purpose of funding projects associated with affordable and workforce housing; and
- Commencing in the year in which the combined annual contribution into the Trust Fund by the Country and the City is or exceeds \$1 million, this 10 percent (10%) shall only be used for the purpose of funding projects associated with affordable and workforce housing, including but not limited to, the construction, preservation, and rehabilitation of such housing; and
- The North Beach CRA shall not budget in any fiscal year more than ten percent (10%) of the value of the City and County tax increment payment for that year on capital maintenance activities or community policing, respectively; and
- Beginning FY 2049-50, the County, North Beach CRA, and the City will negotiate an interlocal agreement to account for the sunset of the North Beach CRA.



Ocean Terrace Proposed Rendering

ACCOMPLISHMENTS AND ACTIVITIES

- Establishment of North Beach CRA District Office and Small Business Development
 - During the November 17, 2021 meeting of the North Beach CRA Advisory Committee, the Committee recommended establishing a North Beach CRA office located within the district boundaries. The Committee emphasized the benefits of having staff accessible within the CRA district and suggested that initial activities prioritize support for small businesses. On September 28, 2022, approval of the North Beach CRA's FY 2023 Budget included funding for a North Beach CRA office space. Through a collaborative effort across City of Miami Beach departments, the North Beach CRA district office now occupies a portion of the Miami Beach Building Department's leased space at 962-964 Normandy Drive. On January 19, 2023, the North Beach CRA held a ribbon cutting ceremony open to the public and attended by elected officials, City staff, and community stakeholders. As the North Beach CRA does not yet have dedicated staff, the Administration must maximize use of limited resources to operate the office space. Economic Development Department staff serve as an informational resource guide during inquiries by telephone and in-person from Miami Beach residents and businesses in regard to all topics relating to redevelopment, and economic and business development. Through outreach efforts, the North Beach CRA has engaged with approximately 1524 businesses and residents since the District office opened. Staff also conducts site visits and field canvassing with various City departments providing municipal services throughout the CRA district. In addition, staff also attend community events, such as activations and meetings hosted by the Normandy Fountain Business Association, to promote the CRA and its efforts to elevate the community.

ACCOMPLISHMENTS AND ACTIVITIES CONT'D

Approval and Launch of Commercial Façade Improvement 2. Program and Residential Property Improvement Program On June 28, 2023, the North Beach CRA Board approved two new CRA beautification programs, a Commercial Façade Improvement Program and Residential Property Improvement Program, initially targeting properties in the vicinity of Normandy Fountain/Rue Vendome Plaza. As approved in the North Beach CRA FY 2023 Budget, the programs aim to enhance and improve the district's existing building stock by helping subsidize private property beautification, maintenance, and resiliency upgrades. These exterior improvements may include, but are not limited to, new windows, doors, lighting, and signage. The Commercial Façade Improvement Program assists commercial properties, and the Residential Property Improvement Program targets the district's multifamily housing stock within the program area. Both programs are structured as a reimbursable matching grant incentive available to properties in the Program area. Following an application and approval process, eligible property owners/businesses are reimbursed for up to 70% of costs with a cap of \$20,000 for eligible improvements. The Residential Property Improvement Program is also aimed at promoting housing affordable as Program participants/eligible properties must have a majority of residential units leased to households earning up to 140% of the area median income for Miami-Dade County. For three (3) years following award, Program participants may not increase rents for the eligible units by more than 3% per year. Information about each Program is being shared with area groups through in person meetings and webinars.



ACCOMPLISHMENTS AND ACTIVITIES CONT'D

3. <u>Enhanced Services: Community Policing, Code Compliance,</u> and Sanitation

The North Beach CRA is empowered to provide funding support for enhanced services such as community policing innovations, which is proven to be a useful tool in protecting neighborhoods and improving quality of life. Funding has been utilized for community policing services within the North Beach CRA district boundaries, including crime prevention initiatives, pro-active policing, and response to calls for service. Miami Beach Police Department officers have proactively engaged with approximately 150 businesses, issued roughly 150 moving citations, made 62 felony arrests and 151 homeless referrals.

The Miami Beach Code Compliance Department has provided enhanced services in the North Beach CRA district. Calls for service and investigations addressing quality of life issues, including enhancement of physical appearance and cleanliness, have served to increase compliance throughout. Code Compliance staff have dedicated an additional 264 hours of service including approximately 86 inspections and 50 violations.

The Miami Beach Sanitation Division has diligently provided comprehensive litter control services in the North Beach CRA area, further extending their range of services. As part of their commitment to maintaining cleanliness and promoting a healthy environment, the Division has allocated an average of 18 additional hours per month specifically dedicated to this area. Through these efforts, the Sanitation Division ensures that litter is promptly collected, streets are regularly swept, and public spaces are kept free from debris. By providing this valuable service, the division contributes significantly to enhancing the aesthetic appeal and overall quality of life in the Redevelopment Area.



ACCOMPLISHMENTS AND ACTIVITIES CONT'D

4. Affordable and Workforce Housing

While at least 10% of the TIF revenue generated must be itemized to fund projects associated with affordable and workforce housing, the North Beach CRA has not yet expended these funds. Rather, the North Beach CRA has set these funds aside for the construction, preservation, and/or rehabilitation of such housing. Once an eligible project or program has been identified, the North Beach CRA will allocate these funds to promote affordable and workforce housing. Note that the Residential Property Improvement Program, described above, does focus on preserving affordable and workforce housing in additional to encouraging beautification.

WORKPLAN

The North Beach CRA Redevelopment Plan Goals and Implementation Strategies include many initiatives derived from resident and stakeholder suggestions during the Redevelopment Plan development process, best practices, and concepts recommended in previous studies, reports, and master plans. Implementation strategies vary in cost, duration, impact, complexity, and boldness. There are several strategies that may require significant costs to effect visible change.

As the Redevelopment Plan and previous related plans are expansive in scope, a primary initiative for Fiscal Year 2024 includes the development of a short-term (3-5 year) strategic plan to focus the initial efforts of the North Beach CRA. In the interim, the proposed immediate focus of the North Beach CRA during its initial years continues to concentrate on actions that can be implemented at little cost, since long-term implementation strategies are typically ongoing or are projects for which funding is not currently available. Short-term strategies that are immediate may include actions addressing, for example, code compliance or marketing and branding initiatives, which involve less expenditure but are visible and impactful, nonetheless.

PROGRAM AND INITIATIVES

The Fiscal Year 2024 operating budget recommendation prioritizes six categories of expenditures:

		North Be	ach CRA		
Revenues	А	FY 2023 Adopted Budget	Percentage	FY 2024 Proposed	Percentage
City of Miami Beach TIF Contribution	\$	577,000	55.7%	1,082,000	56.0%
Miami-Dade County TIF Contribution	\$	458,000	44.3%	851,000	44.0%
Total:	\$	1,035,000	100.0%	1,933,000	100.0%

Expenditures	Add	FY 2023 opted Budget	Percentage	FY 2024 Proposed	Percentage
Beautification	\$	210,000	20.3%	\$ 290,000	15.0%
Enhanced Services:					
Community Policing	\$	100,000	9.7%	\$ 186,000	9.6%
Code Compliance	\$	88,000	8.5%	\$ 100,000	5.2%
Community Cleanliness	\$	16,000	1.5%	\$ 100,000	5.2%
Arts and Culture	\$	52,000	5.0%	\$ 135,000	7.0%
Small Business Development	\$	49,000	4.7%	\$ 80,000	4.1%
Administration	\$	25,000	2.4%	\$ 57,000	2.9%
Set-aside; Affordable and Workforce Housing	\$	104,000	10.0%	\$ 194,000	10.0%
Set-aside; Future Projects	\$	391,000	37.8%	\$ 791,000	40.9%
Total:	\$	1,035,000	100.0%	\$ 1,933,000	100.0%

1. Beautification

- **a. Commercial Façade Improvement Program**: The North Beach CRA has developed a commercial façade improvement program (matching grant) available to businesses located within the Normandy Isles/Rue Vendome Plaza section of the Redevelopment Area. The purpose is to substantially improve the visible appearance and street presence of properties as well as enhance the functionality and sustainability of businesses within this main commercial area. Redevelopment Plan Goal 1: Provide Economic Development Opportunities for Businesses, Property Owners, and Residents.
- Section 6.2: Normandy Isles The Normandy Fountain area, also known as Vendome Plaza, serves as the community and commercial center of Normandy Isle and could develop into a vibrant, pedestrian-oriented shopping district with a strategic combination of protection and enhancement.
- Section 8.3: Several initiatives, such as rehabilitation/ beautification grants, will provide funding for businesses and property owners in the CRA to make interior and exterior improvements to their properties.
- Section 9.1.1: Business Attraction and Retention Develop incentive programs to help existing or new property and business owners with aesthetics, repairs, rehabilitations, improvements, land acquisition, and resiliency modifications.
- Section 9.4.1: Normandy Isles Fountain Area Support redevelopment of sites around the fountain to include retail, Class A office space, and residential.

PROGRAM AND INITIATIVES CONT'D

b. Residential Property Improvement Program: The North Beach CRA has developed a residential property improvement program (matching grant) available to residential property owners to promote resiliency, beautification, and historic preservation. The program provides for renovation and rehabilitation of multifamily residential properties to encourage sustainable features, housing affordability and age-in-place opportunities for residents.

Redevelopment Plan Goal 4: Protect and Enhance the Neighborhood Character

- Section 7.5.3: Building Adaptation Resilient design can also be implemented through residential, commercial and business façade improvement programs. The programs would aim to help the Redevelopment Area to address façades and building systems to properly anticipate and accommodate future extreme weather patterns and natural events. This incentive-based program could also encourage building owners to invest in green infrastructure.
- Section 8.3: Several initiatives, such as rehabilitation/ beautification grants, will provide funding for businesses and property owners in the CRA to make interior and exterior improvements to their properties.
- Section 9.1.2: Real Estate Establish protective measures to safeguard housing for existing residents within the CRA consistent with federal requirements.
- Section 9.2.1: Resiliency and Sustainability Develop a climate resiliency incentive program to assist residential and commercial property owners with applicable capital improvements.
- Section 9.4: Develop incentive programs to rehabilitate and preserve existing housing stock and/or develop new housing stock; Create programs and incentives to mitigate the costs of historic preservation and rehabilitation; and Create programs and incentives to promote age in place opportunities for existing and new housing stock.
- Section 9.4.1: North Shore Partner with multifamily property owners to retain affordable and workforce housing offerings

PROGRAM AND INITIATIVES CONT'D

2. Enhanced Services

a. Community Policing: The North Beach CRA is empowered to provide funding to support the development and implementation of community policing innovations, subject to the budgetary limitation set forth in the Interlocal Agreement. Through additional shifts/over time, the Miami Beach Police Department (MBPD) will augment and promote relationship building and trust among officers and residents to encourage the development and effectiveness of crime watch groups. Community policing initiatives will include "Park and Walks" foot patrols to increase visibility in parks and commercial corridors and proactive police activities including quality of life sweeps and drug and traffic enforcement.

Redevelopment Plan Goal 5: Improve the Quality of Life for Residents and Visitors

 Section 9.5.2: Safety - Work with the Miami Beach Police Department or ambassador programs to develop and implement community policing innovations.

PROGRAM AND INITIATIVES CONT'D

b. Code Compliance: The North Beach CRA, in cooperation with the MBPD, Miami Beach Fire Department, and Code Compliance Department, will work to create a safe, quality environment for residents and businesses. The CRA will fund two additional 10-hour Code Compliance Officer shifts per week to provide opportunities for community engagement, education, outreach, and enforcement efforts.

Redevelopment Plan Goal 4: Protect and enhance the neighborhood character

- Section 9.4: Work with the City to ensure property owners are meeting code compliance standards and implement remedies.
- Section 9.5.2: Safety Work with the Miami Beach Code Compliance Department to highlight opportunities and address code-related concerns.



Normandy Fountain Rue Vendome Plaza Ribbon-cutting February 27, 2022

PROGRAM AND INITIATIVES CONT'D

c. Sanitation: Maintaining clean streets and public and private spaces are critical elements for enhancing a community. As the City plans for additional North Beach staffing for the Public Works Department - Sanitation Division, the North Beach CRA will provide support for waste processing fees associated with the removal of solid waste attributed to illegal dumping within the district.

Redevelopment Plan Goal 5: Improve the Quality of Life for Residents and Visitors

 Section 9.5.1: Community Spaces - Work with the City to ensure streets are maintained and cleaned regularly.

3. Arts and Culture

With cultural anchors and assets within the North Beach CRA, there is an opportunity to promote arts and culture through cultural tourism by leveraging these resources. Art galleries, the Miami Beach Bandshell, Rue Vendome Plaza and other public spaces attract tourists and improve quality of life of residents. The North Beach CRA has already achieved some success in terms of branding with the development of a logo. Further development of the brand strategy is needed to propel the Redevelopment Area.

Redevelopment Plan Goal 3: Strengthen Cultural Arts, Branding & Marketing, and Communication

PROGRAM AND INITIATIVES CONT'D

- Section 9.3.1: Cultural Tourism Leverage arts and culture
 as a key community development strategy and a core sector
 of comprehensive community planning and development;
 Encourage and support the recruitment of cultural partners
 and performing arts organizations; Invest and assist in
 cultivating, preserving, and enhancing the artist community;
 Explore opportunities to partner or collaborate with cultural
 organizations with emphasis on those based in Miami Beach;
 and Promote hotels, restaurants, and retailers with area cultural
 tours and food fairs or other similar programs.
- Section 9.3.2: Branding Develop a logo, campaign strategy, and signage including for outreach and relationship-building to multilingual stakeholders and residents.

4. Small Business Development

The North Beach CRA business community is strengthened by the various small businesses and entrepreneurs operating within the commercial and residential districts. Small business development programs and services will enhance business success and provide resources to encourage business attraction, retention, and creation.

Redevelopment Plan Goal 1: Provide Economic Development Opportunities for Businesses, Property Owners, and Residents.



PROGRAM AND INITIATIVES CONT'D

Section 9.1.1: Business Attraction & Retention – Inventory existing businesses to identify complementary businesses for attraction to fill the retail gab identified in the market analysis; Engage with existing business owners to assess and support small business needs, including marketing, rehabilitation, resiliency improvements, labor needs, and employment training; Work with City to allow temporary uses, pop-up activations, retail, and restaurants, whether in vacant shopfronts or on vacant lots; Implement a "Shop Local" program; and Host "banker/broker/developer" events to highlight available land, retail, and office space.

5. Administration

General: Administrative expenses for the North Beach CRA are limited by the Interlocal Agreement which stipulates that no more than 20% of TIF revenue may be used for such costs. The Interlocal Agreement also provides for an Administrative Fee to Miami-Dade County in the amount of 1.5% of its TIF contribution to the Trust Fund. Other administrative expenses include a contribution to the Miami Beach General Fund to cover general costs for internal services as determined by a cost allocation study. The North Beach CRA will also contribute to a portion of personnel costs for a City of Miami Beach Economic Development staff member and the Miami Beach Building Department's lease of commercial office space to allow for a physical presence within the district.

PROGRAM AND INITIATIVES CONT'D

6. Affordable and Workforce Housing

The Interlocal Agreement stipulates that the North Beach CRA must dedicate at least 10% of TIF revenue for affordable and workforce housing. The funding may be used for renovation, construction, or preservation efforts. The 10% set aside for Fiscal Year 2024 will add to the foundation of funding for housing related projects and initiatives in future years. Although funding is not slated to be expended in Fiscal Year 2024, planning efforts will focus on preservation and renovation of naturally occurring affordable housing units, development of new multifamily affordable and workforce housing inventory, and homeownership opportunities.

Redevelopment Plan Goal 4: Protect and Enhance the Neighborhood Character

 Section 9.1.2: Real Estate - Identify priority areas for redevelopment and associated property acquisition needs related to replacement housing, infill redevelopment, parks, greenspace, parking, and resiliency efforts.



Miami Beach Bandshell

PROGRAM AND INITIATIVES CONT'D

Section 9.4: Develop incentive programs to rehabilitate and preserve existing housing stock and/or develop new housing stock; Create infill housing programs to increase residential projects on existing residential sites; Support affordable homeownership opportunities through first-time homebuyer, down-payment, and utility assistance programs; Create programs and incentive to increase affordable and workforce housing, mixed-income projects, mixed-use projects; Create programs and incentives to mitigate the costs of historic preservation and rehabilitation; and Partner with the Miami Beach Housing Authority and the City's Housing and Community Services Department to protect existing residents and provide affordable housing and homeownership opportunities.

7. Future Projects

The Redevelopment Plan contemplates projects of varying complexity and costs. As TIF revenue grows, the North Beach CRA will be better able to leverage resources to implement large-scale projects and programs including infrastructure, environmental, and parks and recreation projects. Additionally, the North Beach CRA will be able to utilize revenue to supplement grant funded projects and have the capacity to bond TIF revenue for even greater impact.

BUDGET HIGHLIGHTS

 \$4,000 for a satellite office within the North Beach CRA district, of which lease and maintenance costs are shared with the Miami Beach Building Department on a prorated basis

BUDGET HIGHLIGHTS CONT'D

- \$170,000 for the Commercial Façade Improvement Program in the Normandy Fountain/Vendome Plaza area to embrace historic architecture and improve business attraction and retention
- \$120,000 for the Residential Property Improvement Program to promote the maintenance of naturally occurring affordable housing stock and promote resiliency
- \$186,000 allocated for MBPD community policing initiatives to continue to provide enhanced levels of staffing and services throughout the area
- \$100,000 for enhanced Code Compliance services including additional levels of staffing each week
- \$100,000 to cover cost for enhanced level of service and to cover solid waste dumping fees and promote additional cleanliness and beautification
- \$65,000 for a strategic plan to focus short-term efforts and initiatives
- \$12,775 for the County's administrative fees, which are equivalent to 1.5% of the County's respective TIF payment for FY 2024
- \$10,000 contribution to the City's General Fund for administrative costs



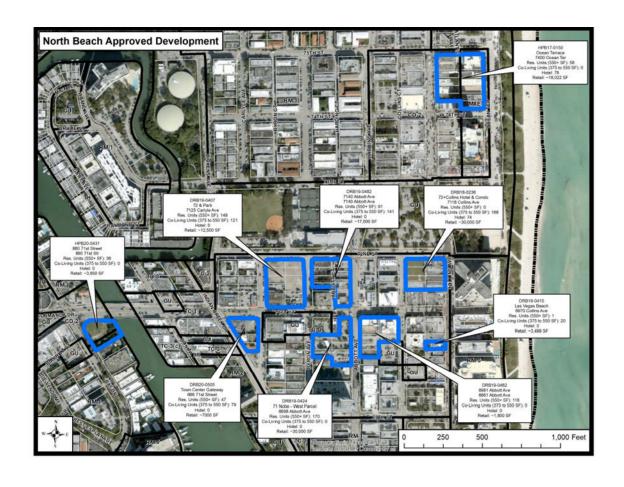
North Beach CRA Advisory Committeee members and staff liaisons

CRITICAL SUCCESS FACTORS

- Adoption and adherence to the Redevelopment Plan and other economic development and revitalization strategy plans for various areas of the North Beach CRA district and the City as a whole
- Enhance networking and communication opportunities with the local community including, but not limited to, residents, property owners, business owners/operators, and visitors to gauge interest in various economic development initiatives, programs, and incentives
- Progress on planned public infrastructure and facility projects
- Progress on approved private development projects

CRITICAL SUCCESS FACTORS CONT'D

- Development of partnerships and opportunities for collaboration with local, regional, and national partners
- Ability to secure external funding sources including grants
- Ability to network and interact with the business and development communities to encourage new and expanding private investment in the area
- Access to local/zip code level market information especially the real estate and job markets
- Improved website and data development to ensure a greater quantity and selection of detailed information and records are instantly available to the public, site selection consultants, and potential business owners



FUTURE OUTLOOK

Economic development and growth opportunities are found throughout the Redevelopment Area. While early growth in property values experienced since the 2021 base year suggests that the North Beach CRA is on the fast track to overcoming the conditions that led to its creation, e.g., blight, deterioration, and economic stagnation, redevelopment efforts must be balanced with both aggressive and measured initiatives. The Redevelopment Plan outlines bold, local approaches that will raise community awareness of the CRA and invoke visible change without the tremendous financial expenditure associated with many capital projects. In addition to annual preparation of an Operating Budget and Work Plan, the North Beach CRA will develop a five-year implementation strategy with corresponding funding projections to help steer planning for the redevelopment program. New development projects, economic revitalization programs, and creative financing for commercial and entrepreneurial endeavors are critical to the pathway forward.

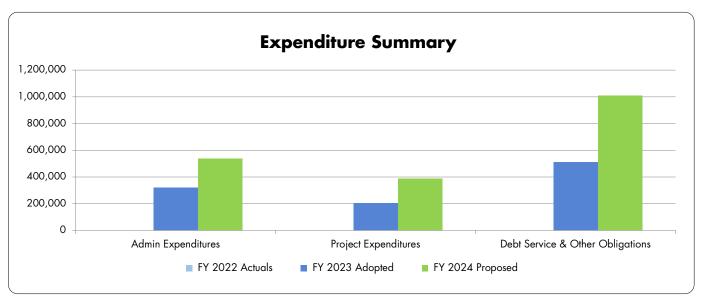
FUTURE OUTLOOK CONT'D

The implementation of short-term and immediate redevelopment strategies should be followed by a critical mass of development improvements in key commercial areas which are necessary to accelerate revitalization and signal progress by the North Beach CRA. These areas include Town Center, Normandy Isles/Rue Vendome Plaza, North Shore, and the West Lots. For redevelopment to occur in these parts of North Beach, CRA program initiatives must be accomplished with community participation and the leveraging of available resources. Using the Redevelopment Plan as a guide for strategies that preserve and enhance what residents value most in their neighborhoods, the North Beach CRA will work to improve on existing elements and create new elements essential for promoting a vibrant community.



72 Park Residences

North Beach Co	mmunity R	edevelo <u>p</u> m	ent Area Operati	ng l	Budget	
	FY 2	2021	FY 2022		FY 2023	FY 2024
Revenues and Other Sources of Income	Act	rual	Actual		Adopted	Proposed
Tax Increment - City		0	0		577,000	1,082,000
Proj Adjustment to City Increment		0	0		0	0
Tax Increment - County		0	0		458,000	851,000
Proj Adjustment to County Increment		0	0		0	0
TOTAL REVENUES	\$	0 9	0	\$	1,035,000	\$ 1,933,000
Admin/Operating Expenditures						
Small Business Development		0	0		49,000	80,000
Beautification		0	0		210,000	290,000
Arts & Culture		0	0		52,000	135,000
Administration		0	0		9,000	34,000
Total Admin/Operating Expenditures	\$	0 9	5 0	\$	320,000	\$ 539,000
Enhanced Services: Community Policing Code Compliance		0	0		100,000	186,000
Code Compliance		0	0		88,000	100,000
Community Cleanliness		0	0		16,000	100,000
Total Project Expenditures Reserves, Debt Service and Other Obligations	\$	0 \$	\$ O	\$	204,000	\$ 386,000
County Admin Fee		0	0		7,000	13,000
CMB Admin Fee		0	0		9,000	10,000
10% Set-aside for Affordable & Workforce Housing		0	0		104,000	194,000
Set-aside for Future Projects		0	0		391,000	791,000
Total Reserves, Debt, & Other Obligations	\$	0 5	0	\$	511,000	\$ 1,008,000
TOTAL EXPENDITURES AND OBLIGATIONS	\$	0 :	5 0	\$	1,035,000	\$ 1,933,000





		REVISED		REVISED		ADOPTED	PPC	POSED	24 BP	OP 23 ADOP
		FY 2021		FY 2022		FY 2023		2024		er/(Under)
MAYOR & COMMISSION, OFFICE OF										
General Fund										
Mayor	1.00	0.00	1.00	0.00	1.00	0.00	1.00	0.00	0.00	0.00
Vice Mayor Commissioner	1.00 5.00	0.00 0.00	1.00 5.00	0.00 0.00	1.00 5.00	0.00 0.00	1.00 5.00	0.00 0.00	0.00	0.00 0.00
Commissioner Commissioner/Constituent Aide	7.00	0.00	6.00	0.00	6.00	0.00	6.00	0.00	0.00	0.00
Executive Office Associate I	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Office Associate V	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Office Associate III	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Receptionist	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Office Manager Chief of Staff	1.00 1.00	0.00 0.00	1.00 1.00	0.00 0.00	1.00 1.00	0.00 0.00	1.00 1.00	0.00 0.00	0.00	0.00 0.00
Deputy Chief of Staff	0.00	0.00	1.00	0.00	1.00	0.00	1.00	0.00	0.00	0.00
Office Associate IV	1.00	0.00	2.00	0.00	2.00	0.00	2.00	0.00	0.00	0.00
Secretary	2.00	0.00	1.00	0.00	1.00	0.00	1.00	0.00	0.00	0.00
Office Assistant	0.00	1.00	0.00	1.00	0.00	1.00	0.00	1.00	0.00	0.00
Public Information Specialist	1.00	0.00	1.00	0.00	1.00	0.00	1.00	0.00	0.00	0.00
Mayor/Commission Office Manager Mayor/Commission Branding Manager	0.00	0.00 0.00	0.00	0.00	0.00 1.00	0.00	0.00 1.00	0.00	0.00	0.00
DEPARTMENT TOTAL	21.00	+ 1.00 PT	21.00	+ 1.00 PT		+ 1.00 PT		+ 1.00 PT		+ 0.00 PT
CITY ATTORNEY OFFICE OF										
CITY ATTORNEY, OFFICE OF General Fund										
City Attorney	1.00	0.00	1.00	0.00	1.00	0.00	1.00	0.00	0.00	0.00
Chief Deputy City Attorney	2.00	0.00	2.00	0.00	2.00	0.00	2.00	0.00	0.00	0.00
Deputy City Attorney	2.00	0.00	2.00	0.00	2.00	0.00	2.00	0.00	0.00	0.00
First Assistant City Attorney	5.00	0.00	5.00	0.00	5.00	0.00	5.00	0.00	0.00	0.00
Senior Assistant City Attorney	2.00 0.00	0.00 0.00	4.00 2.00	0.00 0.00	4.00 2.00	0.00 0.00	4.00 2.00	0.00 0.00	0.00	0.00 0.00
Assistant City Attorney II Assistant City Attorney I	2.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Assistant to the City Attorney II	1.00	0.00	1.00	0.00	1.00	0.00	1.00	0.00	0.00	0.00
Legal Administrator	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Legal Assistant - Municipal Prosecutor	0.00	0.00	1.00	0.00	1.00	0.00	1.00	0.00	0.00	0.00
Legal Secretary	3.00	0.00	3.00	0.00	3.00	0.00	3.00	0.00	0.00	0.00
Senior Legal Secretary	0.00	0.00 0.00	0.00	0.00 0.00	0.00 0.00	0.00 0.00	0.00	0.00 0.00	0.00	0.00 0.00
Office Manager Administrative Services Manager	1.00	0.00	1.00	0.00	1.00	0.00	1.00	0.00	0.00	0.00
Senior Administrative Manager	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
City Attorney Office-Paralegal Specialist	3.00	0.00	3.00	0.00	3.00	0.00	3.00	0.00	0.00	0.00
Paralegal	1.00	0.00	1.00	0.00	1.00	0.00	1.00	0.00	0.00	0.00
Special Counsel	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Office Associate IV Receptionist	1.00	0.00	1.00	0.00	1.00	0.00	0.00	0.00	(1.00)	0.00
DEPARTMENT TOTAL	0.00 24.00	0.00 + 0.00 PT	0.00 27.00	0.00 + 0.00 PT	0.00 27.00	0.00 + 0.00 PT	0.00 26.00	0.00 + 0.00 PT	0.00	0.00 + 0.00 PT
									(1100)	
CITY CLERK, OFFICE OF General Fund										
City Clerk	1.00	0.00	1.00	0.00	1.00	0.00	1.00	0.00	0.00	0.00
Assistant City Clerk	1.00	0.00	0.00	0.00	0.00	0.00	2.00	0.00	2.00	0.00
Agenda Coordinator	0.60	0.00	0.60	0.00	0.60	0.00	0.60	0.00	0.00	0.00
Code Violations Clerk	2.00	0.00	2.00	0.00	2.59	0.00	2.59	0.00	0.00	0.00
Executive Office Associate II	0.00	0.00	2.00	0.00	2.00	0.00	0.00	0.00	(2.00)	0.00
Records Center Manager	0.00	0.00	0.00	0.00	0.00	0.00	1.00 2.00	0.00	1.00 2.00	0.00
Records Management Specialist Office Associate V	1.00 1.00	0.00 0.00	0.00 1.00	0.00 0.00	0.00 1.00	0.00 0.00	1.00	0.00 0.00	0.00	0.00 0.00
Office Associate IV	1.00	0.00	1.00	0.00	1.00	0.00	2.00	0.00	1.00	0.00
Office Associate III	2.00	0.00	2.00	0.00	2.00	0.00	1.00	0.00	(1.00)	0.00
Subtotal - Fund	9.60	+ 0.00 PT	9.60	+ 0.00 PT	10.19	+ 0.00 PT	13.19	+ 0.00 PT	3.00	+ 0.00 PT
Red Light Camera Fund Code Violations Clerk	1.00	0.00	1.00	0.00	1.00	0.00	1.00	0.00	0.00	0.00
Subtotal - Fund	1.00	+ 0.00 PT	1.00	+ 0.00 PT	1.00	+ 0.00 PT		+ 0.00 PT		+ 0.00 PT
Division Total	10.60	+ 0.00 PT	10.60	+ 0.00 PT	11.19	+ 0.00 PT		+ 0.00 PT		+ 0.00 PT
CENTRAL SERVICES										
Internal Service Fund			1.00							
Central Services Coordinator Agenda Coordinator	1.00 0.40	0.00 0.00	1.00 0.40	0.00 0.00	1.00 0.40	0.00 0.00	1.00 0.40	0.00	0.00	0.00 0.00
Central Services Technician	3.00	0.00	3.00	0.00	3.00	0.00	3.00	0.00	0.00	0.00
Subtotal - Fund	4.40	+ 0.00 PT	4.40	+ 0.00 PT	4.40	+ 0.00 PT	4.40	+ 0.00 PT	0.00	+ 0.00 PT
DEPARTMENT TOTAL	15.00	+ 0.00 PT	15.00	+ 0.00 PT	15.59	+ 0.00 PT	18.59	+ 0.00 PT	3.00	+ 0.00 PT
CITY MANAGER, OFFICE OF										
General Fund										
City Manager	1.00	0.00	1.00	0.00	1.00	0.00	1.00	0.00	0.00	0.00
Deputy City Manager	1.00	0.00	1.00 2.00	0.00	1.00 2.00	0.00	1.00	0.00	0.00	0.00
Assistant City Manager Chief of Staff	2.00 1.00	0.00 0.00	1.00	0.00 0.00	1.00	0.00 0.00	2.00 0.00	0.00	0.00	0.00 0.00
Chief of Legislative and External Affairs	0.00	0.00	0.00	0.00	0.00	0.00	1.00	0.00	1.00	0.00
Chief Resilience Officer	1.00	0.00	0.50	0.00	0.50	0.00	0.00	0.00	(0.50)	0.00
Deputy Resiliency Officer	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Executive Office Associate II	1.00	0.00	1.00	0.00	1.00	0.00	0.00	0.00	(1.00)	0.00
Special Asst to the City Manager Public /Private Partnerships Program Director	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00 0.00
Public/Private Partnerships Program Director Receptionist	1.00	0.00 0.00	0.00 1.00	0.00 0.00	0.00 1.00	0.00 0.00	1.00 0.00	0.00	1.00	0.00
Senior Executive Assistant to City Manager	1.00	0.00	1.00	0.00	1.00	0.00	1.00	0.00	0.00	0.00
Legislative Aide	0.00	0.00	0.00	0.00	1.00	0.00	0.00	0.00	(1.00)	0.00
Legislative Analyst	0.00	0.00	0.00	0.00	0.00	0.00	1.00	0.00	1.00	0.00
Office Manager	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Resilience Coordinator	0.00 1.00	0.00 0.00	0.00 1.00	0.00 0.00	0.00 1.00	0.00 0.00	0.00	0.00 0.00	0.00	0.00 0.00
Senior Management Consultant/Resiliency Analyst Senior Administrative Support Manager	0.00	0.00	1.00	0.00	1.00	0.00	0.00 1.00	0.00	(1.00) 0.00	0.00
Administrative Support Manager II	0.00	0.00	0.00	0.00	0.00	0.00	1.00	0.00	1.00	0.00
Administrative Support Manager	1.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Office Assistant	0.00	1.00	0.00	1.00	0.00	1.00	0.00	0.00	0.00	(1.00)
Office Associate IV	0.00	0.00	0.00	0.00	0.00	0.00	1.00	0.00	1.00	0.00
Division Total Convention Center District	11.00	+ 1.00 PT	10.50	+ 1.00 PT	11.50	+ 1.00 PT	11.00	+ 0.00 PT	(0.50)	+ (1.00) PT
G.O. Bond Program Director	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
G.O. Bond Program Assistant Director	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Financial Analyst III	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Division Total	0.00	+ 0.00 PT	0.00	+ 0.00 PT	0.00	+ 0.00 PT	0.00	+ 0.00 PT	0.00	+ 0.00 PT

		REVISED FY 2021				VISED			ADOP				ROPOS					23 ADO Under)	P
G.O. Bond Program Administration		F1 2021			- "	2022			F1 20	23			F1 202	24			over/(Jnder)	
G.O. Bond Program Director	1.00		0.00		1.00	0.00	,	0.70		0.00		0.30		0.00		(0.40)		0.00	
G.O. Bond Program Assistant Director	1.00		0.00		1.00	0.00		0.70		0.00		0.30		0.00		(0.40)		0.00	
Community Information Manager	1.00		0.00		1.00	0.00		1.00		0.00		1.00		0.00		0.00		0.00	
Executive Office Associate I	1.00		0.00		1.00	0.00		1.00		0.00		1.00		0.00		0.00		0.00	
Division Total	4.00			PT	4.00	+ 0.00		3.40		0.00	PT	2.60	+	0.00	PT	(0.80)	+	0.00	PT
Arts and Culture G.O. Bond Program Administration	4.00	-	7.00 1	-	4.00	+ 0.00	, 11	0.40	-	0.00		2.00	-	0.00		(0.00)		0.00	
G.O. Bond Program Director	0.00	(0.00		0.00	0.00)	0.00		0.00		0.40		0.00		0.40		0.00	
G.O. Bond Program Assistant Director	0.00		0.00		0.00	0.00		0.00		0.00		0.40		0.00		0.40		0.00	
Community Information Manager	0.00		0.00		0.00	0.00		0.00		0.00		0.00		0.00		0.00		0.00	
Executive Office Associate I	0.00		0.00		0.00	0.00		0.00		0.00		0.00		0.00		0.00		0.00	
Division Total	0.00			PT		+ 0.00		0.00	+	0.00	PT	0.80	+	0.00	PT	0.80	+	0.00	PT
Grants Management/Legislative Affairs	0.00			_	0.00	. 0.01		0.00		0.00		0.00		0.00		0.00		0.00	
Grants and Intergovernmental Affairs Director	1.00	0	0.00		1.00	0.00)	0.00		0.00		0.00		0.00		0.00		0.00	
Grants Manager	1.00		0.00		1.00	0.00		0.00		0.00		0.00		0.00		0.00		0.00	
Legislative Manager	0.00		0.00		0.00	0.00		0.00		0.00		0.00		0.00		0.00		0.00	
Legislative Aide	0.00		0.00		1.00	0.00		0.00		0.00		0.00		0.00		0.00		0.00	
Office Associate V	1.00		0.00		0.00	0.00		0.00		0.00		0.00		0.00		0.00		0.00	
Division Total	3.00			PT		+ 0.00		0.00	+	0.00	PT	0.00	+	0.00	PT	0.00	+	0.00	PT
DEPARTMENT TOTAL	18.00		.00 F	PT		+ 1.00) PT	14.90	+	1.00	PT	14.40	+	0.00	PT	(0.50)	+	(1.00)	PT
INSPECTOR GENERAL, OFFICE OF*																			
Internal Service Fund																			
Inspector General	1.00	0	0.00		1.00	0.00)	0.95		0.00		0.95		0.00		0.00		0.00	
Attorney	0.00	C	0.00		0.00	0.00)	0.00		0.00		0.00		0.00		0.00		0.00	
Investigator	0.00	C	0.00		0.00	0.00		0.00		0.00		0.00		0.00		0.00		0.00	
OIG Investigator	0.00		0.00		0.00	0.00		0.00		0.00		2.00		0.00		2.00		0.00	
OIG Special Agent	2.00		0.00		2.00	0.00		2.00		0.00		0.00		0.00		(2.00)		0.00	
Chief Auditor	0.60	C	0.00		0.60	0.00)	0.60		0.00		0.60		0.00		0.00		0.00	
Deputy Chief Auditor	1.00	C	0.00		1.00	0.00)	1.00		0.00		0.90		0.00		(0.10)		0.00	
Sanitation Tax Auditor	0.00	0	0.00		0.00	0.00)	1.00		0.00		1.00		0.00		0.00		0.00	
Auditor	3.00		0.00		3.00	0.00		3.00		0.00		3.00		0.00		0.00		0.00	
Executive Office Associate I	0.00	(0.00		0.00	0.00)	0.00		0.00		0.00		0.00		0.00		0.00	
Office Manager	0.50		0.00		0.50	0.00)	0.60		0.00		0.50		0.00	_	(0.10)		0.00	
Division Total	8.10			PT		+ 0.00		9.15	+	0.00	PT	8.95	+	0.00	PT	(0.20)	+	0.00	PT
Internal Audit																			
Internal Service Fund																			
Internal Auditor	0.00	0	0.00		0.00	0.00)	0.00		0.00		0.00		0.00		0.00		0.00	
Office Associate V	0.00	0	0.00		0.00	0.00)	0.00		0.00		0.00		0.00		0.00		0.00	
Senior Auditor	0.00	(0.00		0.00	0.00)	0.00		0.00		0.00		0.00		0.00		0.00	
Deputy Chief Auditor	0.00	(0.00		0.00	0.00)	0.00		0.00		0.00		0.00		0.00		0.00	
Auditor	0.00	0	0.00		0.00	0.00)	0.00		0.00		0.00		0.00		0.00		0.00	
Division Total	0.00	+ 0	0.00 F	PT	0.00	+ 0.00) PT	0.00	+	0.00	PT	0.00	+	0.00	PT	0.00	+	0.00	PT
Resort Tax Fund																			
Internal Auditor	0.00	0	0.00		0.00	0.00)	0.00		0.00		0.00		0.00		0.00		0.00	
Inspector General	0.00	(0.00		0.00	0.00)	0.05		0.00		0.05		0.00		0.00		0.00	
Chief Auditor	0.40	0	0.00		0.40	0.00)	0.40		0.00		0.40		0.00		0.00		0.00	
Deputy Chief Auditor	0.00	0	0.00		0.00	0.00)	0.00		0.00		0.10		0.00		0.10		0.00	
Executive Office Associate I	0.00	0	0.00		0.00	0.00)	0.00		0.00		0.00		0.00		0.00		0.00	
Office Manager	0.50	(0.00		0.50	0.00)	0.40		0.00		0.50		0.00		0.10		0.00	
Office Associate V	0.00	(0.00		0.00	0.00)	0.00		0.00		0.00		0.00		0.00		0.00	
Tax Auditor	4.00	(0.00		4.00	0.00		4.00		0.00		4.00		0.00		0.00		0.00	
Subtotal - Fund	4.90	+ ().00 F	PT	4.90	+ 0.00) PT	4.85	+	0.00	PT	5.05	+	0.00	PT	0.20	+	0.00	PT
Parking Fund																			
Senior Auditor	0.00		0.00		0.00	0.00		0.00		0.00		0.00		0.00		0.00		0.00	
Auditor	0.00		0.00	DT.	0.00	0.00		0.00		0.00	DT	0.00		0.00	DT	0.00		0.00	DT
Subtotal - Fund	0.00	+ ().00 F	PT	0.00	+ 0.00) PT	0.00	+	0.00	PT	0.00	+	0.00	PT	0.00	+	0.00	PT
Sanitation Fund Sanitation Tax Auditor	0.00	,	0.00		1.00	0.00	,	0.00		0.00		0.00		0.00		0.00		0.00	
Tax Auditor	1.00		0.00		0.00	0.00		0.00		0.00		0.00		0.00		0.00		0.00	
Subtotal - Fund	1.00			PT		+ 0.00		0.00	+	0.00	PT	0.00	+	0.00	PT			0.00	PT
DEPARTMENT TOTAL	14.00																_		
) PT	14.00	+				+			0.00	+		PT
					14.00	+ 0.00) PT	14.00	+	0.00	PT	14.00	+	0.00	PT	0.00		0.00	PT
FINANCE DEPARTMENT					14.00) PT	14.00	+				+						PT
FINANCE		•			14.00) РТ	14.00	+				+						PT
FINANCE General Fund	0.22					+ 0.00			+	0.00		14.00	+	0.00		0.00		0.00	PT
FINANCE General Fund Chief Financial Officer	0.30	C	0.00		0.30	0.00)	0.30	+	0.00		0.30	+	0.00		0.00		0.00	PT
FINANCE General Fund Chief Financial Officer Depuly Finance Director	1.00	(0.00		0.30 0.00	0.00)	0.30 0.00	+	0.00 0.00 0.00		0.30 1.00	+	0.00 0.00 0.00		0.00 0.00 1.00		0.00 0.00 0.00	PT
FINANCE General Fund Chief Financial Officer Deputy Finance Director Assistant Finance Director	1.00 1.00	0).00).00).00		0.30 0.00 2.00	0.00 0.00 0.00)	0.30 0.00 2.00	+	0.00 0.00 0.00 0.00		0.30 1.00 2.00	+	0.00 0.00 0.00 0.00		0.00 1.00 0.00		0.00 0.00 0.00 0.00	PT
FINANCE General Fund Chief Financial Officer Deputy Finance Director Assistant Finance Director Grants Management Division Director	1.00 1.00 0.00	()	0.00 0.00 0.00 0.00		0.30 0.00 2.00 0.00	0.00 0.00 0.00 0.00)	0.30 0.00 2.00 0.00	+	0.00 0.00 0.00 0.00 0.00		0.30 1.00 2.00 0.00	+	0.00 0.00 0.00 0.00 0.00		0.00 0.00 1.00 0.00 0.00		0.00 0.00 0.00 0.00 0.00	PT
FINANCE General Fund Chief Financial Officer Deputy Finance Director Assistant Finance Director Grants Management Division Director Grants and Intergovernmental Affairs Director	1.00 1.00 0.00 0.00	0	0.00 0.00 0.00 0.00 0.00		0.30 0.00 2.00 0.00 0.00	0.00 0.00 0.00 0.00 0.00)	0.30 0.00 2.00 0.00 1.00	+	0.00 0.00 0.00 0.00 0.00 0.00		0.30 1.00 2.00 0.00 0.00	+	0.00 0.00 0.00 0.00 0.00 0.00		0.00 1.00 0.00 0.00 (1.00)		0.00 0.00 0.00 0.00 0.00 0.00	PT
FINANCE General Fund Chief Financial Officer Deputy Finance Director Assistant Finance Director Grants Management Division Director Grants and Intergovernmental Affairs Director Accounting Manager (previously Chief Accountant)	1.00 1.00 0.00 0.00 1.00	0	0.00 0.00 0.00 0.00 0.00 0.00		0.30 0.00 2.00 0.00 0.00 1.00	0.00 0.00 0.00 0.00 0.00 0.00)	0.30 0.00 2.00 0.00 1.00	+	0.00 0.00 0.00 0.00 0.00 0.00 0.00		0.30 1.00 2.00 0.00 0.00 1.00	+	0.00 0.00 0.00 0.00 0.00 0.00		0.00 1.00 0.00 0.00 (1.00) 0.00		0.00 0.00 0.00 0.00 0.00 0.00 0.00	PT
FINANCE General Fund Chief Financial Officer Deputy Finance Director Assistant Finance Director Grants Management Division Director Grants and Intergovernmental Affairs Director Accounting Manager (previously Chief Accountant) Grants Manager	1.00 1.00 0.00 0.00 1.00 0.00		0.00 0.00 0.00 0.00 0.00 0.00		0.30 0.00 2.00 0.00 0.00 1.00 0.00	0.00 0.00 0.00 0.00 0.00 0.00)	0.30 0.00 2.00 0.00 1.00 1.00	+	0.00 0.00 0.00 0.00 0.00 0.00 0.00		0.30 1.00 2.00 0.00 0.00 1.00 0.00	+	0.00 0.00 0.00 0.00 0.00 0.00 0.00		0.00 1.00 0.00 0.00 (1.00) 0.00 (1.00)		0.00 0.00 0.00 0.00 0.00 0.00 0.00	PT
FINANCE General Fund Chief Financial Officer Deputy Finance Director Assistant Finance Director Grants Management Division Director Grants and Intergovernmental Affairs Director Accounting Manager (previously Chief Accountant) Grants Manager Revenue Manager	1.00 1.00 0.00 0.00 1.00 0.00 1.00		0.00 0.00 0.00 0.00 0.00 0.00 0.00		0.30 0.00 2.00 0.00 0.00 1.00 0.00	+ 0.00 0.00 0.00 0.00 0.00 0.00 0.00)	0.30 0.00 2.00 0.00 1.00 1.00 1.00	+	0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.0		0.30 1.00 2.00 0.00 0.00 1.00 0.00 1.00	+	0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.0		0.00 1.00 0.00 0.00 (1.00) 0.00 (1.00) 0.00		0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.0	PT
FINANCE General Fund Chief Financial Officer Deputy Finance Director Assistant Finance Director Grants Management Division Director Grants and Intergovernmental Affairs Director Accounting Manager (previously Chief Accountant) Grants Manager Revenue Manager Customer Service Manager	1.00 1.00 0.00 0.00 1.00 0.00 1.00		0.00 0.00 0.00 0.00 0.00 0.00 0.00		0.30 0.00 2.00 0.00 0.00 1.00 0.00 1.00	0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.0		0.30 0.00 2.00 0.00 1.00 1.00 1.00	+	0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.0		0.30 1.00 2.00 0.00 0.00 1.00 1.00	+	0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.0		0.00 1.00 0.00 0.00 (1.00) 0.00 (1.00) 0.00		0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.0	PT
FINANCE General Fund Chief Financial Officer Deputy Finance Director Assistant Finance Director Grants Management Division Director Grants and Intergovernmental Affairs Director Accounting Manager (previously Chief Accountant) Grants Manager Revenue Manager Customer Service Manager Treasury Manager	1.00 1.00 0.00 0.00 1.00 0.00 1.00 1.00		0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.0		0.30 0.00 2.00 0.00 0.00 1.00 0.00 1.00 1.0	0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.0		0.30 0.00 2.00 0.00 1.00 1.00 1.00 1.00	+	0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.0		0.30 1.00 2.00 0.00 1.00 0.00 1.00 1.00	*	0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.0		0.00 1.00 0.00 0.00 (1.00) 0.00 (1.00) 0.00 0.00		0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.0	PT
FINANCE General Fund Chief Financial Officer Deputy Finance Director Assistant Finance Director Grants Management Division Director Grants and Intergovernmental Affairs Director Accounting Manager (previously Chief Accountant) Grants Manager Revenue Manager Customer Service Manager Treasury Manager Office Associate V	1.00 1.00 0.00 0.00 1.00 0.00 1.00 1.00		0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.0		0.30 0.00 2.00 0.00 0.00 1.00 1.00 1.00 1.0	0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.0		0.30 0.00 2.00 0.00 1.00 1.00 1.00 1.00 1.0	+	0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.0		0.30 1.00 2.00 0.00 1.00 0.00 1.00 1.00 1.0	*	0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.0		0.00 1.00 0.00 (1.00) 0.00 (1.00) 0.00 0.00 0.00		0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.0	PT
FINANCE General Fund Chief Financial Officer Deputy Finance Director Assistant Finance Director Grants Management Division Director Grants and Intergovernmental Affairs Director Accounting Manager (previously Chief Accountant) Grants Manager Revenue Manager Customer Service Manager Treasury Manager Office Associate V Financial Analyst / Financial Analyst I	1.00 1.00 0.00 0.00 1.00 0.00 1.00 1.00		0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.0		0.30 0.00 2.00 0.00 0.00 1.00 1.00 1.00 1.0	0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.0		0.30 0.00 2.00 0.00 1.00 1.00 1.00 1.00 1.0	+	0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.0		0.30 1.00 2.00 0.00 0.00 1.00 1.00 1.00 1.0	*	0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.0		0.00 1.00 0.00 0.00 (1.00) 0.00 (1.00) 0.00 0.00 0.00 (5.50)		0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.0	PT
FINANCE General Fund Chief Financial Officer Deputy Finance Director Assistant Finance Director Grants Management Division Director Grants Management Division Director Grants and Intergovernmental Affairs Director Accounting Manager (previously Chief Accountant) Grants Manager Revenue Manager Customer Service Manager Treasury Manager Office Associate V Financial Analyst / Financial Analyst I Financial Analyst / I	1.00 1.00 0.00 0.00 1.00 1.00 1.00 1.00		0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.0		0.30 0.00 2.00 0.00 0.00 1.00 1.00 1.00 1.0	0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.0		0.30 0.00 2.00 1.00 1.00 1.00 1.00 1.00 1.0	+	0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.0		0.30 1.00 2.00 0.00 1.00 0.00 1.00 1.00 1.0	*	0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.0		0.00 1.00 0.00 0.00 0.00 (1.00) 0.00 (1.00) 0.00 0.00 0.00 0.00 (5.50) (1.00)		0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.0	PT
FINANCE General Fund Chief Financial Officer Deputy Finance Director Assistant Finance Director Grants Management Division Director Grants and Intergovernmental Affairs Director Accounting Manager (previously Chief Accountant) Grants Manager Revenue Manager Customer Service Manager Treasury Manager Office Associate V Financial Analyst / Financial Analyst I Financial Analyst II Financial Analyst II Financial Analyst II	1.00 1.00 0.00 0.00 1.00 1.00 1.00 1.00		0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.0		0.30 0.00 2.00 0.00 0.00 0.00 1.00 1.00 1.0	0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.0		0.30 0.00 2.00 0.00 1.00 1.00 1.00 1.00 1.0	•	0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.0		0.30 1.00 2.00 0.00 1.00 1.00 1.00 1.00 1.0	*	0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.0		0.00 1.00 0.00 0.00 (1.00) 0.00 (1.00) 0.00 0.00 0.00 0.00 (5.50) (1.00) 1.00		0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.0	PT
FINANCE General Fund Chief Financial Officer Deputy Finance Director Assistant Finance Director Grants Management Division Director Grants And Intergovernmental Affairs Director Accounting Manager (previously Chief Accountant) Grants Manager Revenue Manager Customer Service Manager Treasury Manager Office Associate V Financial Analyst / Financial Analyst I Financial Analyst III Customer Serv Rep / Customer Serv Rep I	1.00 1.00 0.00 0.00 1.00 0.00 1.00 1.00		0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.0		0.30 0.00 2.00 0.00 0.00 1.00 1.00 1.00 1.0	0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.0		0.30 0.00 2.00 0.00 1.00 1.00 1.00 1.00 1.0	•	0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.0		0.30 1.00 2.00 0.00 1.00 1.00 1.00 1.00 1.0	*	0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00		0.00 1.00 0.00 0.00 (1.00) 0.00 (1.00) 0.00 0.00 0.00 0.00 (5.50) (1.00) 1.00 4.00		0.00 0.00	PT
FINANCE General Fund Chief Financial Officer Deputy Finance Director Assistant Finance Director Grants Management Division Director Grants and Intergovernmental Affairs Director Accounting Manager (previously Chief Accountant) Grants Manager Revenue Manager Customer Service Manager Treasury Manager Office Associate V Financial Analyst Financial Analyst Financial Analyst Financial Analyst Customer Service Representative Customer Service Representative	1.00 1.00 0.00 0.00 1.00 0.00 1.00 1.00		0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.0		0.30 0.00 2.00 0.00 0.00 1.00 0.00 1.00 1.0	0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.0		0.30 0.00 2.00 0.00 1.00 1.00 1.00 1.00 1.0	+	0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.0		0.30 1.00 2.00 0.00 0.00 1.00 1.00 1.00 1.0	•	0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.0		0.00 1.00 0.00 (1.00) 0.00 (1.00) 0.00 0.00 0.00 0.00 0.00 (5.50) (1.00) 1.00 4.00		0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.0	PT
FINANCE General Fund Chief Financial Officer Deputy Finance Director Assistant Finance Director Grants Management Division Director Grants and Intergovernmental Affairs Director Accounting Manager (previously Chief Accountant) Grants Manager Revenue Manager Customer Service Manager Treasury Manager Office Associate V Financial Analyst Financial Analyst Financial Analyst II Financial Analyst II Customer Serv Rep / Customer Serv Rep Customer Serv Rep / Customer Serv Rep Customer Serv Representative II Grants Writer/Researcher	1.00 1.00 0.00 0.00 1.00 0.00 1.00 1.00		0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.0		0.30 0.00 2.00 0.00 1.00 1.00 1.00 1.00 1.0	0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.0		0.30 0.00 2.00 0.00 1.00 1.00 1.00 1.00 1.0	•	0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.0		0.30 1.00 2.00 0.00 0.00 1.00 1.00 1.00 1.0	*	0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.0		0.00 1.00 0.00 (1.00) 0.00 (1.00) 0.00 0.00 0.00 0.00 (5.50) (1.00) 1.00 4.00 1.00		0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.0	РТ
FINANCE General Fund Chief Financial Officer Deputy Finance Director Assistant Finance Director Grants Management Division Director Grants and Intergovernmental Affairs Director Accounting Manager (previously Chief Accountant) Grants Manager Revenue Manager Customer Service Manager Treasury Manager Office Associate V Financial Analyst / Financial Analyst I Financial Analyst II Financial Analyst III Financial Analyst II Grants Writer/Researcher Executive Office Associate II	1.00 1.00 0.00 0.00 1.00 1.00 1.00 1.00		0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.0		0.30 0.00 2.00 0.00 0.00 1.00 1.00 1.00 1.0	0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.0		0.30 0.00 2.00 1.00 1.00 1.00 1.00 1.00 1.0	+	0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.0		0.30 1.00 2.00 0.00 1.00 1.00 1.00 1.00 1.0	*	0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.0		0.00 1.00 0.00 0.00 (1.00) 0.00 (1.00) 0.00 0.00 0.00 0.00 (5.50) (1.00) 1.00 4.00 1.50 0.00		0.00 0.00	PT
FINANCE General Fund Chief Financial Officer Deputy Finance Director Assistant Finance Director Grants Management Division Director Grants and Intergovernmental Affairs Director Accounting Manager (previously Chief Accountant) Grants Manager Revenue Manager Customer Service Manager Treasury Manager Office Associate V Financial Analyst Financial Analyst Financial Analyst Financial Analyst Customer Service Merses Ferv Rep Customer Service Postomer Serv Rep Customer Service Representative Grants Writer/Researcher Executive Office Associate Executive Office Associate	1.00 1.00 0.00 0.00 1.00 0.00 1.00 1.00		0.00 0.00		0.30 0.00 2.00 0.00 1.00 1.00 1.00 1.00 1.0	0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.0		0.30 0.00 2.00 0.00 1.00 1.00 1.00 1.00 1.0	+	0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.0	PT	0.30 1.00 2.00 0.00 0.00 1.00 1.00 1.00 1.0		0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.0	рт	0.00 0.00 1.00 0.00 0.00 (1.00) 0.00 0.00 0.00 (5.50) (1.00) 1.00 4.00 1.50 0.00 0.00	•	0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.0	
FINANCE General Fund Chief Financial Officer Deputy Finance Director Assistant Finance Director Grants Management Division Director Grants Manager (previously Chief Accountant) Grants Manager Revenue Manager Customer Service Manager Treasury Manager Office Associate V Financial Analyst / Financial Analyst Financial Analyst II Customer Service Manager Customer Service Manager Treasury Manager Office Associate V Financial Analyst / II Financial Analyst II Financial Analyst III Customer Serv Rep / Customer Serv Rep I Customer Service Representative II Grants Writer/Researcher Executive Office Associate II Executive Office Associate II Division Total	1.00 1.00 0.00 0.00 1.00 1.00 1.00 1.00		0.00 0.00		0.30 0.00 2.00 0.00 1.00 1.00 1.00 1.00 1.0	0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.0		0.30 0.00 2.00 1.00 1.00 1.00 1.00 1.00 1.0	+	0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.0		0.30 1.00 2.00 0.00 1.00 1.00 1.00 1.00 1.0	+	0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.0		0.00 1.00 0.00 0.00 (1.00) 0.00 (1.00) 0.00 0.00 0.00 0.00 (5.50) (1.00) 1.00 4.00 1.50 0.00		0.00 0.00	
FINANCE General Fund Chief Financial Officer Deputy Finance Director Assistant Finance Director Grants Management Division Director Grants Management Division Director Grants Manager (previously Chief Accountant) Grants Manager Revenue Manager Customer Service Manager Treasury Manager Office Associate V Financial Analyst Financial Analyst Financial Analyst Financial Analyst Customer Service Representative Grants Writer/Researcher Executive Office Associate Executive Office Associate Division Total GRANTS MANAGEMENT	1.00 1.00 0.00 0.00 1.00 0.00 1.00 1.00		0.00 0.00		0.30 0.00 2.00 0.00 1.00 1.00 1.00 1.00 1.0	0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.0		0.30 0.00 2.00 0.00 1.00 1.00 1.00 1.00 1.0	+	0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.0	PT	0.30 1.00 2.00 0.00 0.00 1.00 1.00 1.00 1.0		0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.0	рт	0.00 0.00 1.00 0.00 0.00 (1.00) 0.00 0.00 0.00 (5.50) (1.00) 1.00 4.00 1.50 0.00 0.00	•	0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.0	
FINANCE General Fund Chief Financial Officer Deputy Finance Director Assistant Finance Director Grants Management Division Director Grants Management Division Director Grants and Intergovernmental Affairs Director Accounting Manager (previously Chief Accountant) Grants Manager Revenue Manager Customer Service Manager Treasury Manager Office Associate V Financial Analyst / Financial Analyst I Financial Analyst / Financial Analyst II Financial Analyst III Customer Serv Rep / Customer Serv Rep I Customer Service Representative II Grants Writer/Researcher Executive Office Associate II Executive Office Associate II Executive Office Associate I	1.00 1.00 0.00 0.00 1.00 0.00 1.00 1.00	() () () () () () () () () ()	0.00 0.00		0.30 0.00 2.00 0.00 1.00 1.00 1.00 1.00 1.0	0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.0))))))))))))))))) PT	0.30 0.00 2.00 0.00 1.00 1.00 1.00 1.00 1.0	+	0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.0	PT	0.30 1.00 2.00 0.00 0.00 1.00 1.00 1.00 1.0		0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.0	рт	0.00 0.00 1.00 0.00 0.00 (1.00) 0.00 0.00 0.00 (5.50) (1.00) 1.00 4.00 1.50 0.00 0.00	•	0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.0	
FINANCE General Fund Chief Financial Officer Deputy Finance Director Assistant Finance Director Grants Management Division Director Grants Manager (previously Chief Accountant) Grants Manager Revenue Manager Customer Service Manager Treasury Manager Office Associate V Financial Analyst II Financial Analyst II Financial Analyst II Customer Service Representative II Cental Writer/Researcher Executive Office Associate II Executive Office Associate II Division Total GRANTS MANAGEMENT General Fund Grants Management Division Director	1.00 1.00 0.00 0.00 1.00 1.00 1.00 1.00	() () () () () () () () () ()	0.00 0.00		0.30 0.00 2.00 0.00 0.00 1.00 1.00 1.00 1.00 1.00 1.00 1.05 8.50 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 1.00 0.00 0.00 0.00 0.00 0.00 0.00 1.00 0.00 1.00	0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.0))))))))))	0.30 0.00 2.00 1.00 1.00 1.00 1.00 1.00 1.0	+	0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.0	PT	0.30 1.00 2.00 0.00 0.00 1.00 1.00 1.00 1.0		0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.0	рт	0.00 1.00 0.00 0.00 0.00 (1.00) 0.00 0.00 0.00 0.00 (5.50) 1.00 1.50 0.00 0.00 1.50 0.00 1.50 0.00	•	0.00 0.00	PT
FINANCE General Fund Chief Financial Officer Deputy Finance Director Assistant Finance Director Grants Management Division Director Grants and Intergovernmental Affairs Director Accounting Manager (previously Chief Accountant) Grants Manager Revenue Manager Customer Service Manager Treasury Manager Office Associate V Financial Analyst / Financial Analyst I Financial Analyst II Financial Analyst III Customer Serv Rep / Customer Serv Rep I Customer Service Representative II Grants Writer/Researcher Executive Office Associate II Executive Office Associate I Division Total GRANTS MANAGEMENT General Fund	1.00 1.00 0.00 0.00 1.00 1.00 1.00 1.00	() () () () () () () () () ()	0.00 0.00		0.30 0.00 2.00 0.00 0.00 0.00 1.00 1.00 1.0	0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.0)))))))))))))))))))))	0.30 0.00 2.00 1.00 1.00 1.00 1.00 1.00 1.0	+	0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.0	PT	0.30 1.00 2.00 0.00 0.00 1.00 1.00 1.00 1.0		0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.0	рт	0.00 0.00 0.00 0.00 0.00 (1.00) 0.00 0.00 0.00 0.00 (5.50) (1.00) 1.50 0.00	•	0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.0	
FINANCE General Fund Chief Financial Officer Deputy Finance Director Assistant Finance Director Grants Management Division Director Grants and Intergovernmental Affairs Director Accounting Manager (previously Chief Accountant) Grants Manager Revenue Manager Customer Service Manager Treasury Manager Office Associate V Financial Analyst Financial Analyst Financial Analyst Financial Analyst Financial Analyst Financial Manager Customer Service Representative Grants Writer/Researcher Executive Office Associate GRANTS MANAGEMENT General Fund Grants Management Division Director Grants Manager	1.00 1.00 0.00 0.00 1.00 1.00 1.00 1.00	() () () () () () () () () ()	0.000 0.000		0.30 0.00 2.00 0.00 0.00 1.00 1.00 1.00 1.00 1.3.50 10.50 8.50 0.00 0.00 0.00 40.80	0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.0)))))))))))))))))))	0.30 0.00 2.00 1.00 1.00 1.00 1.00 1.00 1.0	+	0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.0	PT	0.30 1.00 2.00 0.00 0.00 1.00 1.00 1.00 1.0		0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.0	рт	0.00 0.00 0.00 0.00 0.00 (1.00) 0.00 0.00 0.00 0.00 (5.50) 1.00 4.00 0.00 0.00 0.00 1.50 0.00 1.50 0.00 1.50 1.	•	0.00 0.00	

		REVISE				REVISE				ADOP				ROPO					23 ADO	•
EDUCATION AND PERFORMANCE INITIATIVES		FY 202	21		ŀ	Y 202	2			FY 20	23			FY 20	24		•	ver/(l	Under)	
General Fund																				
Org Dev & Training Specialist	0.00		0.00		0.00		0.00		0.00		0.00		0.00		0.00		0.00		0.00	
Chief Learning Development Officer	0.00		0.00		0.00		0.00		0.00		0.00		1.00		0.00		1.00		0.00	
Sr Management Consultant	0.00		0.00		0.00		0.00		0.00		0.00		0.00		0.00		0.00		0.00	
Management Consultant	0.00		0.00		0.00		0.00		0.00		0.00		0.00		0.00		0.00		0.00	
Office Associate IV	0.00		0.00		0.00		0.00		0.00		0.00		0.80		0.00		0.80		0.00	
Office Associate V	0.00		0.00		0.00		0.00		0.00		0.00		0.00		0.00		0.00		0.00	
Program Supervisor Management Analyst	0.00		0.00		0.00		0.00		0.00		0.00		0.00 0.25		0.00		0.00		0.00	
Education Compact Initiatives Coordinator	0.00		0.00		0.00		0.00		0.00		0.00		1.00		0.00		1.00		0.00	
Excellence Program Assessor	0.00		0.00		0.00		0.00		0.00		0.00		0.00		1.50		0.00		1.50	
Division Total	0.00	+	0.00	PT	0.00			PT	0.00	+	0.00	PT	3.05	+	1.50	PT	3.05	+	1.50	PT
Subtotal - Fund	40.80	+	0.00	PT	40.80	+	0.00	PT	43.80	+	0.00	PT	48.85	+	1.50	PT	5.05	+	1.50	PT
FINANCE																				
Resort Tax Fund																				
Financial Analyst III	1.00		0.00		1.00		0.00		1.00		0.00		1.00		0.00		0.00		0.00	
Office Associate III Customer Serv Rep / Customer Serv Rep I	0.00		0.00		0.00		0.00		0.00		0.00		0.00		0.00		0.00		0.00	
Customer Serv kep / Customer Serv kep I Customer Service Representative II	0.00		0.00		0.00		0.00		0.00		0.00		1.50		0.00		1.50		0.00	
Financial Analyst / Financial Analyst I	2.50		0.00		2.50		0.00		2.50		0.00		1.00		0.00		(1.50)		0.00	
Division Total	3.50	+	0.00	PT	3.50			PT	3.50	+	0.00	PT	3.50	+	0.00	PT	0.00	+	0.00	PT
EDUCATION AND PERFORMANCE INITIATIVES								-												
Resort Tax Fund																				
Office Associate IV	0.00		0.00		0.00		0.00		0.00		0.00		0.05		0.00		0.05		0.00	
Excellence Program Assessor	0.00		0.00		0.00		0.00		0.00		0.00		0.00		2.00		0.00		2.00	
Division Total	0.00	+	0.00	PT	0.00		0.00	PT	0.00	+	0.00	PT	0.05	+	2.00	PT	0.05	+	2.00	PT
Subtotal - Fund	3.50	+	0.00	PT	3.50	+	0.00	PT	3.50	+	0.00	PT	3.55	+	2.00	PT	0.05	+	2.00	PT
Parking Fund Chief Eingneigl Officer	0.25		0.00		0.25		0.00		0.25		0.00		0.25		0.00		0.00		0.00	
Chief Financial Officer Financial Analyst III	1.50		0.00		1.50		0.00		1.50		0.00		1.50		0.00		0.00		0.00	
Financial Analyst II	1.00		0.00		1.00		0.00		1.00		0.00		1.00		0.00		0.00		0.00	
Customer Serv Rep / Customer Serv Rep I	0.00		0.00		0.00		0.00		0.00		0.00		4.00		0.00		4.00		0.00	
Customer Service Representative II	0.00		0.00		0.00		0.00		0.00		0.00		3.00		0.00		3.00		0.00	
Financial Analyst I / Financial Analyst	7.00		0.00		7.00		0.00		7.00		0.00		0.00		0.00		(7.00)		0.00	
Subtotal - Fund	9.75	+	0.00	PT	9.75		0.00	PT	9.75	+	0.00	PT	9.75	+	0.00	PT	0.00	+	0.00	PT
Other Funds								T												
Public Works - Chief Financial Officer (Water, Sewer, Storm)	0.45		0.00		0.45		0.00		0.45		0.00		0.45		0.00		0.00		0.00	
Public Works - Customer Serv Rep / Customer Serv Rep I	0.00		0.00		0.00		0.00		0.00		0.00		1.00		0.00		1.00		0.00	
Public Works - Customer Service Representative II	0.00		0.00		0.00		0.00		0.00		0.00		0.50		0.00		0.50		0.00	
Public Works - Financial Analyst / Financial Analyst I	1.50		0.00		1.50		0.00		1.50		0.00		0.00		0.00		(1.50)		0.00	
Building - Financial Analyst II	0.50		0.00		0.50		0.00		0.50		0.00		0.50		0.00		0.00		0.00	
Building - Customer Serv Rep / Customer Serv Rep I	0.00		0.00		0.00		0.00		0.00		0.00		1.00		0.00		1.00		0.00	
Building - Customer Service Representative II	2.50		0.00		0.00 2.50		0.00		0.00 2.50		0.00		0.50 1.00		0.00		0.50 (1.50)		0.00	
Building - Financial Analyst / Financial Analyst Subtotal - Fund	4.95	+	0.00	PT	4.95	+	0.00	PT	4.95	+	0.00	PT	4.95	+	0.00	PT	0.00	+	0.00	PT
DEPARTMENT TOTAL		+	0.00	PT	59.00			PT	62.00	+	0.00	PT	67.10	+	3.50	PT	5.10	+	3.50	PT
HUMAN RESOURCES																				
General Fund																				
Human Resources Director	0.60		0.00		0.60		0.00		0.70		0.00		0.70		0.00		0.00		0.00	
Human Resources Director Human Resources Asst Director	1.00		0.00		1.00		0.00		0.50		0.00		0.50		0.00		0.00		0.00	
Human Resources Director Human Resources Asst Director Human Resources Admin II	1.00 2.00		0.00		1.00 3.00		0.00 0.00		0.50 3.00		0.00		0.50 3.00		0.00		0.00		0.00	
Human Resources Director Human Resources Asst Director Human Resources Admin II Sr. Human Resources Specialist	1.00 2.00 4.00		0.00 0.00 0.00		1.00 3.00 4.00		0.00 0.00 0.00		0.50 3.00 4.00		0.00 0.00 0.00		0.50 3.00 4.00		0.00 0.00 0.00		0.00 0.00 0.00		0.00 0.00 0.00	
Human Resources Director Human Resources Asst Director Human Resources Admin II Sr. Human Resources Specialist Human Resources Specialist	1.00 2.00 4.00 4.00		0.00 0.00 0.00 0.00		1.00 3.00 4.00 4.00		0.00 0.00 0.00 0.00		0.50 3.00 4.00 4.00		0.00 0.00 0.00 0.00		0.50 3.00 4.00 4.00		0.00 0.00 0.00 0.00		0.00 0.00 0.00 0.00		0.00 0.00 0.00 0.00	
Human Resources Director Human Resources Asst Director Human Resources Admin II Sr. Human Resources Specialist Human Resources Specialist Labor Relations Specialist	1.00 2.00 4.00 4.00 1.00		0.00 0.00 0.00 0.00 0.00		1.00 3.00 4.00 4.00 0.00		0.00 0.00 0.00 0.00 0.00		0.50 3.00 4.00 4.00 0.00		0.00 0.00 0.00 0.00 0.00		0.50 3.00 4.00 4.00 0.00		0.00 0.00 0.00 0.00 0.00		0.00 0.00 0.00 0.00 0.00		0.00 0.00 0.00 0.00 0.00	
Human Resources Director Human Resources Asst Director Human Resources Admin II Sr. Human Resources Specialist Human Resources Specialist	1.00 2.00 4.00 4.00		0.00 0.00 0.00 0.00		1.00 3.00 4.00 4.00		0.00 0.00 0.00 0.00		0.50 3.00 4.00 4.00		0.00 0.00 0.00 0.00		0.50 3.00 4.00 4.00		0.00 0.00 0.00 0.00		0.00 0.00 0.00 0.00		0.00 0.00 0.00 0.00	
Human Resources Director Human Resources Asst Director Human Resources Admin II Sr. Human Resources Specialist Human Resources Specialist Under Resources Specialist Corp Development and Training Specialist Office Associate V Office Associate IV	1.00 2.00 4.00 4.00 1.00		0.00 0.00 0.00 0.00 0.00 0.00		1.00 3.00 4.00 4.00 0.00 1.00		0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.0		0.50 3.00 4.00 4.00 0.00 1.00 1.00 4.00		0.00 0.00 0.00 0.00 0.00 0.00 0.00		0.50 3.00 4.00 4.00 0.00 1.00		0.00 0.00 0.00 0.00 0.00 0.00		0.00 0.00 0.00 0.00 0.00 0.00		0.00 0.00 0.00 0.00 0.00 0.00 0.00	
Human Resources Director Human Resources Asst Director Human Resources Admin II Sr. Human Resources Specialist Human Resources Specialist Cabor Relations Specialist Org Development and Training Specialist Office Associate V Office Associate IV	1.00 2.00 4.00 4.00 1.00 1.00	+	0.00 0.00 0.00 0.00 0.00 0.00	PT	1.00 3.00 4.00 4.00 0.00 1.00		0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.0	PT	0.50 3.00 4.00 4.00 0.00 1.00	+	0.00 0.00 0.00 0.00 0.00 0.00	PT	0.50 3.00 4.00 4.00 0.00 1.00	+	0.00 0.00 0.00 0.00 0.00 0.00 0.00	PT	0.00 0.00 0.00 0.00 0.00 0.00 0.00	+	0.00 0.00 0.00 0.00 0.00 0.00	PT
Human Resources Director Human Resources Asst Director Human Resources Affain II Sr. Human Resources Specialist Human Resources Specialist Labor Relations Specialist Corp Development and Training Specialist Org Development and Training Specialist Office Associate V Division Total RISK MANAGEMENT	1.00 2.00 4.00 4.00 1.00 1.00 1.00 4.00	+	0.00 0.00 0.00 0.00 0.00 0.00 0.00	PT	1.00 3.00 4.00 4.00 0.00 1.00 1.00 4.00		0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.0	PT	0.50 3.00 4.00 4.00 0.00 1.00 1.00 4.00	+	0.00 0.00 0.00 0.00 0.00 0.00 0.00	PT	0.50 3.00 4.00 4.00 0.00 1.00 1.00 4.00	+	0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.0	PT	0.00 0.00 0.00 0.00 0.00 0.00 0.00	+	0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.0	PT
Human Resources Director Human Resources Asst Director Human Resources Admin II Sr. Human Resources Specialist Human Resources Specialist Human Resources Specialist Cop Revelopment and Training Specialist Org Development and Training Specialist Office Associate V Office Associate IV Tisk MANAGEMENT Self Insurance Internal Fund	1.00 2.00 4.00 4.00 1.00 1.00 1.00 4.00 18.60	+	0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.0	PT	1.00 3.00 4.00 4.00 0.00 1.00 1.00 4.00 18.60	+	0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.0	PT	0.50 3.00 4.00 4.00 0.00 1.00 1.00 4.00	+	0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.0	PT	0.50 3.00 4.00 4.00 0.00 1.00 1.00 4.00	+	0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.0	PT	0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.0	+	0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.0	PT
Human Resources Director Human Resources Asst Director Human Resources Asst Director Human Resources Specialist Unuman Resources Specialist Human Resources Specialist Labor Relations Specialist Labor Relations Specialist Lope Development and Training Specialist Org Development and Training Specialist Offlice Associate V Offlice Associate IV Division Total RISK MANAGEMENT Self Insurance Internal Fund Human Resources Director	1.00 2.00 4.00 4.00 1.00 1.00 1.00 4.00 18.60	+	0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.0	PT	1.00 3.00 4.00 4.00 0.00 1.00 1.00 4.00 18.60	+	0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.0	PT	0.50 3.00 4.00 4.00 0.00 1.00 1.00 4.00 18.20	+	0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.0	PT	0.50 3.00 4.00 4.00 0.00 1.00 1.00 4.00 18.20	+	0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.0	PT	0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.0	+	0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.0	PT
Human Resources Director Human Resources Asst Director Human Resources Asst Director Human Resources Specialis Human Resources Specialist Labor Relations Specialist Labor Relations Specialist Org Development and Training Specialist Office Associate V Office Associate V Division Total RISK MANAGEMENT Self Insurance Internal Fund Human Resources Director Human Resources Director	1.00 2.00 4.00 4.00 1.00 1.00 4.00 18.60	+	0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.0	PT	1.00 3.00 4.00 4.00 0.00 1.00 4.00 18.60	+	0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.0	PT	0.50 3.00 4.00 4.00 0.00 1.00 4.00 18.20	+	0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.0	PT	0.50 3.00 4.00 4.00 0.00 1.00 4.00 18.20	+	0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.0	PT	0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.0	+	0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.0	PT
Human Resources Director Human Resources Asst Director Human Resources Asst Director Human Resources Specialist Human Resources Specialist Human Resources Specialist Org Development and Training Specialist Office Associate V Office Associate IV Division Total RISK MANAGEMENT Self Insurance Internal Fund Human Resources Director Human Resources Asst Director Risk Manager	1.00 2.00 4.00 4.00 1.00 1.00 1.00 4.00 18.60	+	0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.0	PT	1.00 3.00 4.00 4.00 0.00 1.00 4.00 18.60	+	0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.0	PT	0.50 3.00 4.00 4.00 0.00 1.00 4.00 18.20	+	0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.0	PT	0.50 3.00 4.00 4.00 0.00 1.00 4.00 18.20	+	0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.0	PT	0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.0	+	0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.0	PT
Human Resources Director Human Resources Asst Director Human Resources Specialist Unuman Resources Specialist Human Resources Specialist Labor Relations Specialist Labor Relations Specialist Lobr Relations Specialist Org Development and Training Specialist Office Associate V Office Associate V Division Total RISK MANAGEMENT Self Insurance Internal Fund Human Resources Director Human Resources Asst Director Risk Manager Division Director Risk Management and Benefits	1.00 2.00 4.00 4.00 1.00 1.00 4.00 18.60	+	0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.0	PT	1.00 3.00 4.00 4.00 0.00 1.00 4.00 18.60	+	0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.0	PT	0.50 3.00 4.00 4.00 0.00 1.00 4.00 18.20	+	0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.0	PT	0.50 3.00 4.00 4.00 0.00 1.00 4.00 18.20	+	0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.0	PT	0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.0	+	0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.0	PT
Human Resources Director Human Resources Asst Director Human Resources Specialist Human Resources Specialist Human Resources Specialist Labor Relations Specialist Labor Relations Specialist Lop Development and Training Specialist Org Development and Training Specialist Office Associate V Office Associate V Division Total RISK MANAGEMENT Self Insurance Internal Fund Human Resources Director Human Resources Director Risk Manager Division Director Risk Management and Benefits Senior HR Specialist Human Resources Specialist	1.00 2.00 4.00 1.00 1.00 1.00 4.00 18.60	+	0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.0	PT	1.00 3.00 4.00 4.00 0.00 1.00 4.00 18.60 0.40 0.00 1.00 0.00 1.00 1.50	+	0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00	PT	0.50 3.00 4.00 0.00 1.00 1.00 18.20 0.30 0.50 1.00 0.00 1.50	+	0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.0	PT	0.50 3.00 4.00 0.00 1.00 1.00 18.20 0.30 0.50 1.00 0.00	+	0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.0	PT	0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.0	+	0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.0	PT
Human Resources Director Human Resources Asst Director Human Resources Specialist Human Resources Specialist Labor Relations Specialist Labor Relations Specialist Crg Development and Training Specialist Org Development and Training Specialist Office Associate V Office Associate V Division Total RISK MANAGEMENT Self Insurance Internal Fund Human Resources Director Human Resources Asst Director Risk Manager Division Director Risk Management and Benefits Senior HR Specialist Human Resources Specialist Senior HR Specialist Human Resources Specialist Sofely Officer	1.00 2.00 4.00 1.00 1.00 1.00 4.00 18.60 0.40 0.00 0.00 1.00 1.00 1.00	+	0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.0	PT	1.00 3.00 4.00 0.00 1.00 4.00 18.60 0.40 0.00 1.00 0.00 1.00 0.00 1.00	+	0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00	PT	0.50 3.00 4.00 0.00 1.00 4.00 18.20 0.30 0.50 1.00 0.00 1.00 0.50 0.50 0.50 0.00	+	0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.0	PT	0.50 3.00 4.00 0.00 1.00 4.00 18.20 0.30 0.50 1.00 0.00 1.00 0.00	+	0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.0	PT	0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.0	+	0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.0	PT
Human Resources Director Human Resources Asst Director Human Resources Specialist Human Resources Specialist Human Resources Specialist Human Resources Specialist Org Development and Training Specialist Office Associate V Office Associate V In Division Total RISK MANAGEMENT Self Insurance Internal Fund Human Resources Director Human Resources Asst Director Risk Manager Division Director Risk Management and Benefits Senior HR Specialist Human Resources Specialist Safety Officer Employee Benefits Manager	1.00 2.00 4.00 4.00 1.00 1.00 4.00 18.60 0.40 0.00 0.00 1.00 1.00 1.00 1.00 0.00 0	+	0.00 0.00	PT	1.00 3.00 4.00 4.00 0.00 1.00 4.00 18.60 0.40 0.00 1.00 0.00 1.00 0.00 1.00 0.00 0	+	0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00	PT	0.50 3.00 4.00 0.00 1.00 1.00 4.00 18.20 0.30 0.50 1.00 0.00 1.50 0.00	+	0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.0	PT	0.50 3.00 4.00 0.00 1.00 4.00 18.20 0.30 0.50 1.00 0.00 1.00 0.00 1.00 0.00 0.25	+	0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.0	PT	0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.0	+	0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.0	PT
Human Resources Director Human Resources Asst Director Human Resources Specialist Human Resources Specialist Human Resources Specialist Labor Relations Specialist Labor Relations Specialist Labor Relations Specialist Org Development and Training Specialist Office Associate V Office Associate V RISK MANAGEMENT Self Insurance Internal Fund Human Resources Director Human Resources Asst Director Risk Manager Division Director Risk Management and Benefits Senior HR Specialist Human Resources Specialist Safety Officer Employee Benefits Manager Office Associate IV	0.40 0.00 1.00 1.00 1.00 1.00 1.00 1.00	+	0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.0	PT	1.00 3.00 4.00 4.00 0.00 1.00 1.00 18.60 0.40 0.00 1.00 0.00 1.50 0.00 0.25 2.00	+	0.00 0.00	PT	0.50 3.00 4.00 0.00 1.00 4.00 1.00 4.00 18.20 0.30 0.50 1.00 0.00 1.50 0.00 0.25 2.00	+	0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.0	PT	0.50 3.00 4.00 4.00 0.00 1.00 4.00 18.20 0.30 0.50 1.00 0.00 1.50 0.00 0.25 2.00	+	0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.0	PT	0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.0	+	0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.0	РТ
Human Resources Director Human Resources Asst Director Human Resources Specialist Human Resources Specialist Labor Relations Specialist Labor Relations Specialist Labor Relations Specialist Org Development and Training Specialist Office Associate V Office Associate V Division Total RISK MANAGEMENT Self Insurance Internal Fund Human Resources Director Human Resources Asst Director Risk Manager Division Director Risk Management and Benefits Senior HR Specialist Human Resources Specialist Safey Officer Employee Benefits Manager Office Associate IV Senior Clatims Coordinator	1.00 2.00 4.00 4.00 1.00 1.00 1.00 1.00 1.00 0.00 0	+	0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.0	PT	1.00 3.00 4.00 4.00 0.00 1.00 4.00 18.60 0.40 0.00 1.00 0.00 1.00 0.00 0.00 0.0	+	0.00 0.00	PT	0.50 3.00 4.00 0.00 1.00 4.00 1.00 4.00 18.20 0.30 0.50 1.00 0.00 1.00 1.50 0.25 2.00	+	0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.0	PT	0.50 3.00 4.00 4.00 0.00 1.00 1.00 1.00 18.20 0.30 0.50 1.00 0.00 1.50 0.00 0.25 2.00 1.00	+	0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.0	PT	0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.0	+	0.00 0.00	PT
Human Resources Director Human Resources Asst Director Human Resources Asst Director Human Resources Specialist Human Resources Specialist Human Resources Specialist Corp Development and Training Specialist Office Associate V Office Associate V Division Total RISK MANAGEMENT Self Insurance Internal Fund Human Resources Director Human Resources Asst Director Risk Manager Division Director Risk Management and Benefits Senior HR Specialist Human Resources Specialist Safety Officer Employee Benefits Manager Office Associate IV Senior Claims Coordinator Claims Coordinator	0.40 0.00 1.00 1.00 1.00 1.00 18.60 0.40 0.00 1.00 1.50 0.00 1.00 1.00 1.00 1.0	+	0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.0	PT	0.40 0.00 1.00 1.00 1.00 1.00 18.60 0.40 0.00 1.00 0.00 1.50 0.00 1.50 0.025 2.00 1.00	*	0.00 0.00	PT	0.50 3.00 4.00 0.00 1.00 1.00 18.20 0.30 0.50 1.00 0.00 1.50 0.00 1.50 0.25 2.00 1.00	+	0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.0	PT	0.50 3.00 4.00 4.00 0.00 1.00 1.00 4.00 0.50 0.50 1.00 0.00 0.00 0.25 2.00 1.00 0.00	+	0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.0	PT	0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.0	+	0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.0	PT
Human Resources Director Human Resources Asst Director Human Resources Specialist Human Resources Specialist Labor Relations Specialist Labor Relations Specialist Crg Development and Training Specialist Org Development and Training Specialist Office Associate V Division Total RISK MANAGEMENT Self Insurance Internal Fund Human Resources Director Human Resources Asst Director Risk Manager Division Director Risk Management and Benefits Senior HR Specialist Human Resources Specialist Senior HR Specialist Human Resources Orector Office Associate IV Senior Claims Coordinator Claims Coordinator Claims Coordinator HR Risk and Benefits Analyst	1.00 2.00 4.00 4.00 1.00 1.00 1.00 1.00 0.4.00 0.00 0		0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.0		1.00 3.00 4.00 4.00 0.00 1.00 18.60 0.40 0.00 1.00 0.00 1.00 0.00 0.00 0.0	+	0.00 0.00		0.50 3.00 4.00 0.00 1.00 1.00 4.00 0.30 0.50 1.00 0.00 1.00 0.00 1.50 0.00 0.25 2.00 0.00		0.00 0.00		0.50 3.00 4.00 0.00 1.00 1.00 18.20 0.30 0.50 0.00 1.50 0.00 0.25 2.00 0.00 0.00 1.00		0.00 0.00		0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.0		0.00 0.00	
Human Resources Director Human Resources Asst Director Human Resources Specialist Org Development and Training Specialist Office Associate V Office Associate V Office Associate IV RISK MANAGEMENT Self Insurance Internal Fund Human Resources Director Human Resources Asst Director Risk Manager Division Director Risk Management and Benefits Senior HR Specialist Human Resources Specialist Safety Officer Employee Benefits Manager Office Associate IV Senior Clarism Coordinator Claims Coordinator HR Risk and Benefits Analyst Division Total	0.40 0.00 1.00 1.00 1.00 1.00 18.60 0.40 0.00 1.00 1.50 0.00 1.00 1.00 1.00 1.0	+	0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.0	PT	0.40 0.00 1.00 1.00 1.00 1.00 18.60 0.40 0.00 1.00 0.00 1.50 0.00 1.50 0.025 2.00 1.00	+	0.00 0.00	PT	0.50 3.00 4.00 0.00 1.00 1.00 18.20 0.30 0.50 1.00 0.00 1.50 0.00 1.50 0.25 2.00 1.00	+	0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.0	PT	0.50 3.00 4.00 4.00 0.00 1.00 1.00 4.00 0.50 0.50 1.00 0.00 0.00 0.25 2.00 1.00 0.00	+	0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.0	PT	0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.0	+	0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.0	PT PT
Human Resources Director Human Resources Asst Director Human Resources Specialist Human Resources Specialist Labor Relations Specialist Labor Relations Specialist Labor Relations Specialist Labor Relations Specialist Org Development and Training Specialist Office Associate V Office Associate V RISK MANAGEMENT Self Insurance Internal Fund Human Resources Director Human Resources Director Human Resources Director Human Resources Director Risk Manager Division Director Risk Management and Benefits Senior HR Specialist Human Resources Specialist Safely Officer Employee Benefits Manager Office Associate IV Senior Claims Coordinator Claims Coordinator HR Risk and Benefits Analyst Division Total MEDICAL & DENTAL FUND	1.00 2.00 4.00 4.00 1.00 1.00 1.00 1.00 0.4.00 0.00 0		0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.0		1.00 3.00 4.00 4.00 0.00 1.00 18.60 0.40 0.00 1.00 0.00 1.00 0.00 0.00 0.0	+	0.00 0.00		0.50 3.00 4.00 0.00 1.00 1.00 4.00 0.30 0.50 1.00 0.00 1.00 0.00 1.50 0.00 0.25 2.00 0.00		0.00 0.00		0.50 3.00 4.00 0.00 1.00 1.00 18.20 0.30 0.50 0.00 1.50 0.00 0.25 2.00 0.00 0.00 1.00		0.00 0.00		0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.0		0.00 0.00	
Human Resources Director Human Resources Asst Director Human Resources Specialist Human Resources Specialist Labor Relations Specialist Labor Relations Specialist Corg Development and Training Specialist Org Development and Training Specialist Office Associate V Office Associate V Division Total RISK MANAGEMENT Self Insurance Internal Fund Human Resources Director Human Resources Director Risk Manager Division Director Risk Management and Benefits Senior HR Specialist Human Resources Specialist Safety Officer Employee Benefits Manager Office Associate IV Senior Clalims Coordinator Claims Coordinator Claims Coordinator HR Risk and Benefits Analyst MEDICAL & DENTAL FUND Self Insurance Internal Fund	0.40 0.00 1.00 1.00 1.00 1.00 1.00 1.00		0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.0		1.00 3.00 4.00 4.00 0.00 1.00 18.60 0.40 0.00 1.00 0.00 1.00 0.00 0.00 0.25 2.00 0.00 1.00 0.00 0.00 0.00 0.00 0.00	+	0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.0		0.50 3.00 4.00 0.00 1.00 1.00 1.00 18.20 0.50 1.00 0.50 1.00 0.00 0.25 2.00 0.00 1.00		0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.0		0.50 3.00 4.00 4.00 0.00 1.00 1.00 18.20 0.30 0.50 1.00 0.00 1.00 0.25 2.00 0.00 0.25 2.00 0.00 0.00		0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.0		0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.0		0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.0	
Human Resources Director Human Resources Asst Director Human Resources Specialist Org Development and Training Specialist Office Associate V Office Associate V Office Associate IV RISK MANAGEMENT Self Insurance Internal Fund Human Resources Director Human Resources Asst Director Risk Manager Division Director Risk Management and Benefits Senior HR Specialist Human Resources Specialist Safety Officer Employee Benefits Manager Office Associate IV Senior Clarism Coordinator Claims Coordinator HR Risk and Benefits Analyst Division Total MEDICAL & DENTAL FUND Self Insurance Internal Fund Employee Benefits Manager	0.40 0.00 1.00 1.00 1.00 1.00 1.00 0.40 0.00 0.0		0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.0		1.00 3.00 4.00 4.00 0.00 1.00 1.00 18.60 0.40 0.00 1.00 0.00 1.50 0.00 1.50 0.00 1.00 0.25 2.00 1.00 8.15	+	0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.0		0.50 3.00 4.00 0.00 1.00 1.00 18.20 0.30 0.50 1.00 0.00 1.50 0.00 1.50 0.25 2.00 1.00 0.25 2.00 1.00		0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.0		0.50 3.00 4.00 4.00 0.00 1.00 1.00 18.20 0.30 0.50 1.00 0.00 1.50 0.00 1.50 0.00 1.00 0.25 2.00 1.00 8.55		0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.0		0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.0		0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.0	
Human Resources Director Human Resources Asst Director Human Resources Specialist Human Resources Specialist Labor Relations Specialist Labor Relations Specialist Corg Development and Training Specialist Org Development and Training Specialist Office Associate V Office Associate V Division Total RISK MANAGEMENT Self Insurance Internal Fund Human Resources Director Human Resources Director Risk Manager Division Director Risk Management and Benefits Senior HR Specialist Human Resources Specialist Safety Officer Employee Benefits Manager Office Associate IV Senior Clalims Coordinator Claims Coordinator Claims Coordinator HR Risk and Benefits Analyst MEDICAL & DENTAL FUND Self Insurance Internal Fund	0.40 0.00 1.00 1.00 1.00 1.00 1.00 1.00		0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.0		1.00 3.00 4.00 4.00 0.00 1.00 18.60 0.40 0.00 1.00 0.00 1.00 0.00 0.00 0.25 2.00 0.00 1.00 0.00 0.00 0.00 0.00 0.00	+	0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.0		0.50 3.00 4.00 0.00 1.00 1.00 1.00 18.20 0.50 1.00 0.50 1.00 0.00 0.25 2.00 0.00 1.00		0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.0		0.50 3.00 4.00 4.00 0.00 1.00 1.00 18.20 0.30 0.50 1.00 0.00 1.00 0.25 2.00 0.00 0.25 2.00 0.00 0.00		0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.0		0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.0		0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.0	
Human Resources Director Human Resources Asst Director Human Resources Specialist Human Resources Specialist Labor Relations Specialist Org Development and Training Specialist Office Associate V Office Associate V Division Total RISK MANAGEMENT Self Insurance Internal Fund Human Resources Director Human Resources Asst Director Risk Manager Division Director Risk Management and Benefits Senior HR Specialist Human Resources Specialist Safety Officer Employee Benefits Manager Office Associate IV Senior Claims Coordinator Claims Coordinator HR Risk and Benefits Analyst MEDICAL & DENTAL FUND Self Insurance Internal Fund Employee Benefits Manager Senior HR Specialist	1.00 2.00 4.00 4.00 1.00 1.00 1.00 1.00 0.40 0.00 0.0		0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.0		1.00 3.00 4.00 4.00 0.00 1.00 1.00 18.60 0.40 0.00 1.00 0.00 1.00 0.00 0.00 0.0	+	0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.0		0.50 3.00 4.00 0.00 1.00 1.00 1.00 18.20 0.30 0.50 1.00 0.00 1.00 0.00 1.50 0.25 2.00 1.00 0.25 5.00 1.00 0.25 5.00 1.00		0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.0		0.50 3.00 4.00 4.00 0.00 1.00 1.00 18.20 0.30 0.50 1.00 0.00 0.00 0.00 0.00 0.00 0.0		0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.0		0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.0		0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.0	
Human Resources Director Human Resources Asst Director Human Resources Specialist Org Development and Training Specialist Office Associate V Office Associate V Office Associate IV RISK MANAGEMENT Self Insurance Internal Fund Human Resources Director Human Resources Asst Director Risk Manager Division Director Risk Management and Benefits Senior HR Specialist Human Resources Specialist Safety Officer Employee Benefits Manager Office Associate IV Senior Clatims Coordinator Clatims Coordinator HR Risk and Benefits Analyst Division Total MEDICAL & DENTAL FUND Self Insurance Internal Fund Employee Benefits Manager Senior HR Specialist Homan Resources Specialist Hemployee Benefits Manager Senior HR Specialist Human Resources Specialist	0.40 0.00 1.00 1.00 1.00 1.00 1.00 1.00	+	0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.0	PT	1.00 3.00 4.00 4.00 0.00 1.00 1.00 1.00 0.00 1.00 0.00 1.50 0.00 1.50 0.00 1.00 0.25 2.00 1.00 8.15	+	0.00 0.00	PT	0.50 3.00 4.00 0.00 1.00 1.00 1.00 1.00 0.50 1.00 0.50 1.00 0.00 1.00 0.25 2.00 1.00 0.25 2.00 1.00 0.25 2.00 1.00	+	0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.0	PT	0.50 3.00 4.00 4.00 0.00 1.00 1.00 18.20 0.30 0.50 1.00 0.00 1.50 0.00 0.25 2.00 1.00 0.00 1.00 0.25 2.00 1.00 0.25 2.00 1.00	+	0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.0	PT	0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.0	+	0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.0	PT
Human Resources Director Human Resources Asst Director Human Resources Specialist Human Resources Specialist Human Resources Specialist Human Resources Specialist Corp Development and Training Specialist Org Development and Training Specialist Office Associate V Office Associate IV RISK MANAGEMENT Self Insurance Internal Fund Human Resources Director Human Resources Asst Director Risk Manager Division Director Risk Management and Benefits Senior HR Specialist Human Resources Specialist Safely Officer Employee Benefits Manager Office Associate IV Senior Clarims Coordinator Claims Coordinator HR Risk and Benefits Analyst Division Total MEDICAL & DENTAL FUND Self Insurance Internal Fund Employee Benefits Manager Senior HR Specialist Human Resources Specialist Human Resources Specialist Division Total DEPARTMENT TOTAL	0.40 0.00 1.00 1.00 1.00 1.00 1.00 1.00	+	0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.0	PT	1.00 3.00 4.00 4.00 0.00 1.00 1.00 1.00 0.00 1.00 0.00 1.50 0.00 1.50 0.00 1.00 0.25 2.00 1.00 8.15	+	0.00 0.00	PT	0.50 3.00 4.00 0.00 1.00 1.00 1.00 4.00 0.50 1.00 0.50 0.50 0.00 1.00 0.25 2.00 1.00 0.25 2.00 1.00 8.55	+	0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.0	PT	0.50 3.00 4.00 4.00 0.00 1.00 1.00 18.20 0.30 0.50 1.00 0.00 1.50 0.00 1.50 0.00 1.00 0.25 2.00 1.00 0.00 1.00 0.75 1.00 0.55	+	0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.0	PT	0.00 0.00	+	0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.0	PT
Human Resources Director Human Resources Asst Director Human Resources Specialist User Human Resources Specialist Labor Relations Specialist Org Development and Training Specialist Office Associate V Office Associate V Office Associate V RISK MANAGEMENT Self Insurance Internal Fund Human Resources Director Human Resources Asst Director Risk Manager Division Director Risk Management and Benefits Senior HR Specialist Human Resources Specialist Safety Officer Employee Benefits Manager Office Associate IV Senior Claims Coordinator Laims Coordinator HR Risk and Benefits Analyst MEDICAL & DENTAL FUND Self Insurance Internal Fund Employee Benefits Manager Senior HR Specialist Human Resources Specialist Division Total DEPARTMENT TOTAL	0.40 0.00 1.00 1.00 1.00 1.00 1.00 1.00	+	0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.0	PT	1.00 3.00 4.00 4.00 0.00 1.00 1.00 1.00 0.00 1.00 0.00 1.50 0.00 1.50 0.00 1.00 0.25 2.00 1.00 8.15	+	0.00 0.00	PT	0.50 3.00 4.00 0.00 1.00 1.00 1.00 4.00 0.50 1.00 0.50 0.50 0.00 1.00 0.25 2.00 1.00 0.25 2.00 1.00 8.55	+	0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.0	PT	0.50 3.00 4.00 4.00 0.00 1.00 1.00 18.20 0.30 0.50 1.00 0.00 1.50 0.00 1.50 0.00 1.00 0.25 2.00 1.00 0.00 1.00 0.75 1.00 0.55	+	0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.0	PT	0.00 0.00	+	0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.0	PT
Human Resources Director Human Resources Asst Director Human Resources Specialist Human Resources Specialist Labor Relations Specialist Labor Relations Specialist Labor Relations Specialist Corg Development and Training Specialist Org Development and Training Specialist Office Associate V Division Total RISK MANAGEMENT Self Insurance Internal Fund Human Resources Director Human Resources Director Risk Manager Division Director Risk Management and Benefits Senior HR Specialist Human Resources Specialist Safety Officer Employee Benefits Manager Office Associate IV Senior Claims Coordinator Claims Coordinator HR Risk and Benefits Analyst MEDICAL & DENTAL FUND Self Insurance Internal Fund Employee Benefits Monager Senior HR Specialist Human Resources Specialist Division Total MEDICAL & DENTAL FUND Self Insurance Internal Fund Employee Benefits Monager Senior HR Specialist Human Resources Specialist Division Total INFORMATION TECHNOLOGY APPLICATION SERVICES	0.40 0.00 1.00 1.00 1.00 1.00 1.00 1.00	+	0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.0	PT	1.00 3.00 4.00 4.00 0.00 1.00 1.00 1.00 0.00 1.00 0.00 1.50 0.00 1.50 0.00 1.00 0.25 2.00 1.00 8.15	+	0.00 0.00	PT	0.50 3.00 4.00 0.00 1.00 1.00 1.00 4.00 0.50 1.00 0.50 0.50 0.00 1.00 0.25 2.00 1.00 0.25 2.00 1.00 8.55	+	0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.0	PT	0.50 3.00 4.00 4.00 0.00 1.00 1.00 18.20 0.30 0.50 1.00 0.00 1.50 0.00 1.50 0.00 1.00 0.25 2.00 1.00 0.00 1.00 0.75 1.00 0.55	+	0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.0	PT	0.00 0.00	+	0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.0	PT
Human Resources Director Human Resources Asst Director Human Resources Specialist Human Resources Specialist Labor Relations Specialist Org Development and Training Specialist Office Associate V Office Associate V Division Total RISK MANAGEMENT Self Insurance Internal Fund Human Resources Director Human Resources Director Human Resources Asst Director Risk Manager Division Director Risk Management and Benefits Senior HR Specialist Human Resources Specialist Safely Officer Employee Benefits Manager Office Associate IV Senior Claims Coordinator Claims Coordinator HR Risk and Benefits Analyst MEDICAL & DENTAL FUND Self Insurance Internal Fund Employee Benefits Manager Senior HR Specialist Human Resources Specialist Division Total INFORMATION TECHNOLOGY APPLICATION SERVICES Internal Service Fund	0.40 0.00 1.00 1.00 1.00 1.00 1.00 0.40 0.00 0.0	+	0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.0	PT	1.00 3.00 4.00 4.00 4.00 0.00 1.00 1.00 1.00 1	+ + +	0.00 0.00	PT	0.50 3.00 4.00 0.00 1.00 1.00 1.00 18.20 0.30 0.50 1.00 0.00 1.50 0.00 1.50 0.025 2.00 1.00 8.55 1.00	+	0.00 0.00	PT	0.50 3.00 4.00 4.00 0.00 1.00 1.00 1.00 18.20 0.30 0.50 1.00 0.00 1.50 0.25 2.00 1.00 0.00 1.00 0.55	+	0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.0	PT	0.00 0.00	+	0.00 0.00	PT
Human Resources Director Human Resources Asst Director Human Resources Specialist Usr. Human Resources Specialist Labor Relations Specialist Labor Relations Specialist Labor Relations Specialist Org Development and Training Specialist Org Development and Training Specialist Office Associate V Office Associate V Division Total RISK MANAGEMENT Self Insurance Internal Fund Human Resources Director Human Resources Asst Director Risk Manager Division Director Risk Management and Benefits Senior HR Specialist Human Resources Specialist Safety Officer Employee Benefits Manager Office Associate IV Senior Claims Coordinator Claims Coordinator Claims Coordinator HR Risk and Benefits Analyst MEDICAL & DENTAL FUND Self Insurance Internal Fund Employee Benefits Manager Senior HR Specialist Human Resources Specialist Division Total MEDICAL & DENTAL FUND Self Insurance Internal Fund Employee Benefits Manager Senior HR Specialist Human Resources Specialist Division Total NEDICAL SE DENTAL FUND Self Insurance Internal Fund Employee Benefits Manager Division Total Division Total NEDICAL SE DENTAL FUND Self Insurance Internal Fund Employee Benefits Manager Division Total Division Total NEDICAL SE DENTAL FUND Self Insurance Internal Fund Employee Benefits Manager Division Total Division Total DIVISION Total	1.00 2.00 4.00 4.00 1.00 1.00 1.00 1.00 0.00 0	+	0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.0	PT	1.00 3.00 4.00 4.00 4.00 1.00 1.00 1.00 18.60 0.40 0.00 1.00 0.00 1.00 0.00 1.00 0.00 0	+ + + + + + + + + + + + + + + + + + + +	0.00 0.00	PT	0.50 3.00 4.00 0.00 1.00 1.00 1.00 1.00 1.00 0.50 1.00 0.50 1.00 0.00 0	+	0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.0	PT	0.50 3.00 4.00 4.00 1.00 1.00 1.00 1.00 0.50 1.00 0.00 0	+	0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.0	PT	0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.0	+	0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.0	PT
Human Resources Director Human Resources Asst Director Human Resources Specialist Human Resources Specialist Human Resources Specialist Labor Relations Specialist Org Development and Training Specialist Org Development and Training Specialist Office Associate V Office Associate V Office Associate IV RISK MANAGEMENT Self Insurance Internal Fund Human Resources Director Human Resources Asst Director Risk Manager Division Director Risk Management and Benefits Senior HR Specialist Human Resources Specialist Safely Officer Employee Benefits Manager Office Associate IV Senior Clatims Coordinator Clatims Coordinator HR Risk and Benefits Analyst MEDICAL & DENTAL FUND Self Insurance Internal Fund Employee Benefits Manager Senior HR Specialist Human Resources Specialist Division Total MEDICAL & DENTAL FUND Self Insurance Internal Fund Employee Benefits Manager Senior HR Specialist Human Resources Specialist Human Resources Specialist Division Total INFORMATION TECHNOLOGY APPLICATION SERVICES Internal Service Fund Account Cleft III Database Administrator	0.40 0.00 1.00 1.00 1.00 1.00 1.00 1.00	+	0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.0	PT	0.40 0.00 1.00 1.00 1.00 1.00 1.00 1.00	+ + +	0.00 0.00	PT	0.50 3.00 4.00 0.00 1.00 1.00 1.00 1.00 0.50 1.00 0.50 1.00 0.00 1.00 0.25 2.00 1.00 0.25 2.00 1.00 0.25 2.00 1.00 0.25 2.00 1.00 0.25 2.00 1.00 0.00 0.00 0.00 0.00 0.00 0.00	+	0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.0	PT	0.50 3.00 4.00 4.00 4.00 1.00 1.00 1.00 1.00 0.50 1.00 0.00 1.00 0.00 0	+	0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.0	PT	0.00 0.00	+	0.00 0.00	PT
Human Resources Director Human Resources Asst Director Human Resources Specialist Human Resources Specialist Labor Relations Specialist Org Development Journal Fund Human Resources Director Risk ManaGement Self Insurance Internal Fund Human Resources Director Human Resources Asst Director Risk Manager Division Director Risk Management and Benefits Senior HR Specialist Human Resources Specialist Safety Officer Employee Benefits Manager Office Associate IV Senior Claims Coordinator Laims Coordinator HR Risk and Benefits Analyst MEDICAL & DENTAL FUND Self Insurance Internal Fund Employee Benefits Manager Senior HR Specialist Human Resources Specialist Human Resources Specialist Division Total MEDICAL & DENTAL FUND Self Insurance Internal Fund Employee Benefits Manager Senior HR Specialist Human Resources Specialist Human Resources Specialist Division Total DEPARTMENT TOTAL INFORMATION TECHNOLOGY APPLICATION SERVICES Internal Service Fund Account Clerk III Database Administrator	1.00 2.00 4.00 4.00 1.00 1.00 1.00 1.00 0.00 0	+	0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.0	PT	1.00 3.00 4.00 4.00 4.00 1.00 1.00 1.00 1.00 0.00 1.00 0.00 1.00 0.00 1.00 0.00	+ + +	0.00 0.00	PT	0.50 3.00 4.00 0.00 1.00 1.00 1.00 1.00 1.00 0.50 1.00 0.50 1.00 0.00 1.50 0.00 1.50 0.00 1.50 0.00 1.50 0.00 1.50 0.00 1.50 0.00 1.50 0.00 1.50 0.00 1.50 0.00 1.50 0.00 1.50 0.00 0.25 2.00 1.00 0.25 2.00 1.00 0.00 0.00 0.50 0.50 0.75 0.50 0.50 0	+	0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.0	PT	0.50 3.00 4.00 4.00 0.00 1.00 1.00 1.00 18.20 0.30 0.50 1.00 0.00 1.50 0.00 1.50 0.00 1.00 0.25 2.00 1.00 0.00 1.00 8.55 1.00 0.50 1.00 0.50 1.00 0.00 1.00 0.25 2.00 0.00 0.00 0.00 0.00 0.00 0	+	0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.0	PT	0.00 0.00	+	0.00 0.00	PT
Human Resources Director Human Resources Asst Director Human Resources Specialist Under Resources Specialist Labor Relations Specialist Labor Relations Specialist Labor Relations Specialist Org Development and Training Specialist Org Development and Training Specialist Org Development and Training Specialist Office Associate V Division Total RISK MANAGEMENT Self Insurance Internal Fund Human Resources Director Human Resources Asst Director Risk Manager Division Director Risk Management and Benefits Senior HR Specialist Human Resources Specialist Senior HR Specialist Human Resources Specialist Office Associate IV Senior Claims Coordinator Claims Coordinator Claims Coordinator HR Risk and Benefits Analyst MEDICAL & DENTAL FUND Self Insurance Internal Fund Employee Benefits Manager Senior HR Specialist Human Resources Specialist Human Resources Specialist Division Total INFORMATION TECHNOLOGY APPLICATION SERVICES Internal Service Fund Account Clerk III Database Administrator E-Government Administrator Financial Analyst II	0.40 0.00 1.00 1.00 1.00 1.00 1.00 1.00	+	0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.0	PT	0.40 0.40 0.00 1.00 1.00 1.00 1.00 0.00 0	+ + + + + + + + + + + + + + + + + + + +	0.00 0.00	PT	0.50 3.00 4.00 4.00 0.00 1.00 1.00 1.00 1.00 0.50 1.00 0.50 1.00 0.00 0	+	0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.0	PT	0.50 3.00 4.00 4.00 1.00 1.00 1.00 1.00 0.50 1.00 0.50 1.00 0.00 0	+	0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.0	PT	0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.0	+	0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.0	PT
Human Resources Director Human Resources Asst Director Human Resources Specialist Human Resources Specialist Labor Relations Specialist Org Development and Training Specialist Office Associate V Office Associate V Office Associate V RISK MANAGEMENT Self Insurance Internal Fund Human Resources Director Human Resources Director Human Resources Director Human Resources Director Risk Manager Division Director Risk Management and Benefits Senior HR Specialist Human Resources Specialist Safely Officer Employee Benefits Manager Office Associate IV Senior Claims Coordinator Claims Coordinator HR Risk and Benefits Analyst MEDICAL & DENTAL FUND Self Insurance Internal Fund Employee Benefits Manager Senior HR Specialist Human Resources Specialist Division Total INFORMATION TECHNOLOGY APPLICATION SERVICES Internal Service Fund Account Clerk IIII Database Administrator E-Government Administrator Financial Analyst III Infor. Tech Division Director	0.40 0.00 1.00 1.00 1.00 1.00 1.00 1.00	+	0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.0	PT	1.00 3.00 4.00 4.00 4.00 0.00 1.00 1.00 1.00 1	+ + +	0.00 0.00	PT	0.50 3.00 4.00 0.00 1.00 1.00 1.00 1.00 1.00 0.50 1.00 0.50 1.00 0.00 1.50 0.00 0.0	+	0.00 0.00	PT	0.50 3.00 4.00 4.00 4.00 1.00 1.00 1.00 1.00 1	+	0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.0	PT	0.00 0.00	+	0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.0	PT
Human Resources Director Human Resources Asst Director Human Resources Specialist Human Resources Specialist Labor Relations Specialist Org Development and Training Specialist Org Development and Training Specialist Office Associate V Office Associate V Division Total RISK MANAGEMENT Self Insurance Internal Fund Human Resources Director Human Resources Asst Director Risk Manager Division Director Risk Management and Benefits Senior HR Specialist Human Resources Specialist Safety Officer Employee Benefits Manager Office Associate IV Senior Claims Coordinator Claims Coordinator Claims Coordinator HR Risk and Benefits Analyst Division Total MEDICAL & DENTAL FUND Self Insurance Internal Fund Employee Benefits Manager Senior HR Specialist Human Resources Specialist Division Total INFORMATION TECHNOLOGY APPLICATION SERVICES Internal Service Fund Account Clerk III Database Administrator Ficancial Analyst II Info. Tech Division Director II Application System Manager	0.40 0.00 1.00 1.00 1.00 1.00 1.00 1.00	+	0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.0	PT	1.00 3.00 4.00 4.00 4.00 1.00 1.00 1.00 1.00 1	+ + + + + + + + + + + + + + + + + + + +	0.00 0.00	PT	0.50 3.00 4.00 4.00 0.00 1.00 1.00 1.00 1.00 0.50 1.00 0.50 1.00 0.50 1.00 0.00 0	+	0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.0	PT	0.50 3.00 4.00 4.00 1.00 1.00 1.00 1.00 0.50 1.00 0.50 1.00 0.00 0	+	0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.0	PT	0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.0	+	0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.0	PT
Human Resources Director Human Resources Asst Director Human Resources Specialist Human Resources Specialist Labor Relations Specialist Labor Relations Specialist Labor Relations Specialist Org Development and Training Specialist Office Associate V Office Associate V Office Associate IV RISK MANAGEMENT Self Insurance Internal Fund Human Resources Director Human Resources Asst Director Risk Manager Division Director Risk Management and Benefits Senior HR Specialist Human Resources Specialist Senior HR Specialist Human Resources Specialist Senior HR Specialist Human Resources Specialist Office Associate IV Senior Clalims Coordinator Claims Coordinator Claims Coordinator HR Risk and Benefits Analyst MEDICAL & DENTAL FUND Self Insurance Internal Fund Employee Benefits Manager Senior HR Specialist Human Resources Specialist Division Total INFORMATION TECHNOLOGY APPLICATION SERVICES Internal Service Fund Account Clerk III Database Administrator E-Government Administrator Financial Analyst II Info. 1ech Division Director IT Application System Manager Special Projects Coordinator	0.40 0.00 1.00 1.00 1.00 1.00 1.00 1.00	+	0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.0	PT	1.00 3.00 4.00 4.00 4.00 0.00 1.00 1.00 1.00 1	+ + + + + + + + + + + + + + + + + + + +	0.00 0.00	PT	0.50 3.00 4.00 0.00 1.00 1.00 1.00 1.00 1.00 0.50 1.00 0.50 1.00 0.00 1.50 0.00 0.0	+	0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.0	PT	0.50 3.00 4.00 4.00 4.00 1.00 1.00 1.00 1.00 0.50 1.00 0.00 0	+	0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.0	PT	0.00 0.00	+	0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.0	PT
Human Resources Director Human Resources Asst Director Human Resources Specialist Human Resources Specialist Labor Relations Specialist Org Development and Training Specialist Org Development and Training Specialist Office Associate V Office Associate V Division Total RISK MANAGEMENT Self Insurance Internal Fund Human Resources Director Human Resources Asst Director Risk Manager Division Director Risk Management and Benefits Senior HR Specialist Human Resources Specialist Safety Officer Employee Benefits Manager Office Associate IV Senior Claims Coordinator Claims Coordinator Claims Coordinator HR Risk and Benefits Analyst Division Total MEDICAL & DENTAL FUND Self Insurance Internal Fund Employee Benefits Manager Senior HR Specialist Human Resources Specialist Division Total INFORMATION TECHNOLOGY APPLICATION SERVICES Internal Service Fund Account Clerk III Database Administrator Ficancial Analyst II Info. Tech Division Director II Application System Manager	0.40 0.00 1.00 1.00 1.00 1.00 1.00 1.00	+	0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.0	PT	1.00 3.00 4.00 4.00 4.00 1.00 1.00 1.00 1.00 1	+ + +	0.00 0.00	PT	0.50 3.00 4.00 0.00 1.00 1.00 1.00 1.00 1.00 0.50 1.00 0.50 1.00 0.00 1.50 0.00 0.0	+	0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.0	PT	0.50 3.00 4.00 4.00 1.00 1.00 1.00 1.00 0.50 1.00 0.50 1.00 0.00 0	+	0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.0	PT	0.00 0.00	+	0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.0	PT
Human Resources Director Human Resources Asst Director Human Resources Specialist Human Resources Specialist Labor Relations Specialist Labor Relations Specialist Labor Relations Specialist Labor Relations Specialist Org Development and Training Specialist Office Associate V Office Associate V Office Associate V RISK MANAGEMENT Self Insurance Internal Fund Human Resources Director Risk Manager Division Director Risk Management and Benefits Senior HR Specialist Human Resources Specialist Safely Officer Employee Benefits Manager Office Associate V Senior Claims Coordinator Claims Coordinator HR Risk and Benefits Analyst MEDICAL & DENTAL FUND Self Insurance Internal Fund Employee Benefits Manager Senior HR Specialist Human Resources Specialist Human Resources Specialist Division Total MEDICAL & DENTAL FUND Self Insurance Internal Fund Employee Benefits Manager Senior HR Specialist Human Resources Specialist Division Total INFORMATION TECHNOLOGY APPLICATION SERVICES Internal Service Fund Account Clerk III Database Administrator E-Government Administrator E-Government Administrator Financial Analyst II Info. Tech Division Director II Application System Manager Sr. Systems Analyst Systems Analyst	0.40 0.00 1.00 1.00 1.00 1.00 1.00 1.00 1.00 0.40 0.00 0.00 1.00	+	0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.0	PT	1.00 3.00 4.00 4.00 4.00 1.00 1.00 1.00 1.00 1	+	0.00 0.00	PT PT	0.50 3.00 4.00 0.00 1.00 1.00 1.00 1.00 1.00 0.50 1.00 0.50 1.00 0.50 1.00 0.00 1.00 0.00 0	+	0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.0	PT PT PT	0.50 3.00 4.00 4.00 4.00 1.00 1.00 1.00 1.00 0.50 1.00 0.00 0	+	0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.0	PT PT PT	0.00 0.00	+ + +	0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.0	PT
Human Resources Director Human Resources Asst Director Human Resources Specialis Human Resources Specialist Lobor Relations Specialist Lobor Relations Specialist Org Development and Training Specialist Office Associate IV RISK MANAGEMENT Self Insurance Internal Fund Human Resources Asst Director Risk Manager Division Director Risk Manager Office Associate IV Senior HR Specialist Human Resources Specialist Safety Officer Employee Benefits Manager Office Associate IV Senior Claims Coordinator Claims Coordinator Claims Coordinator Claims Coordinator HR Risk and Benefits Analyst Division Total MEDICAL & DENTAL FUND Self Insurance Internal Fund Employee Benefits Manager Senior HR Specialist Human Resources Specialist Division Total INFORMATION TECHNOLOGY APPLICATION SERVICES Internal Service Fund Account Clerk III Database Administrator Financial Analyst II Info. Tech Division Director IT Application System Manager Special Projects Coordinator Sr. Special Projects Manager Sr. Systems Analyst	0.40 0.00 1.00 1.00 1.00 1.00 1.00 1.00	+	0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.0	PT	0.40 0.40 0.00 1.00 1.00 1.00 0.00 1.00 0.00 1.00 0.00	+	0.00 0.00	PT	0.50 3.00 4.00 4.00 0.00 1.00 1.00 1.00 1.00 0.50 1.00 0.50 1.00 0.00 0	+	0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.0	PT	0.50 3.00 4.00 4.00 1.00 1.00 1.00 1.00 0.50 1.00 0.00 0	+	0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.0	PT	0.00 0.00	+	0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.0	PT

		REVISED				REVISI				ADOPT				ROPO					23 ADO	P
SUPPORT SERVICES		FY 2021				FY 201	22			FY 20	23			FY 20	24			over/(Under)	
Internal Service Fund																				
Chief Information Officer	1.00		0.00		1.00		0.00		1.00		0.00		1.00		0.00		0.00		0.00	
Deputy Chief Information Officer	1.00		0.00		1.00		0.00		1.00		0.00		0.00		0.00		(1.00)		0.00	
Chief Technology Officer	0.00		0.00		0.00		0.00		0.00		0.00		1.00		0.00		1.00		0.00	
IT Director	0.00		0.00		0.00		0.00		0.00		0.00		0.00		0.00		0.00		0.00	
IT Division Director	0.00		0.00		0.00		0.00		0.00		0.00		0.00		0.00		0.00		0.00	
Chief Data Officer	0.00		0.00		0.00		0.00		0.00		0.00		0.00		0.00		0.00		0.00	
Chief Information Security Officer	1.00		0.00		1.00		0.00		1.00		0.00		1.00		0.00		0.00		0.00	
Chief Software Architect	0.00		0.00		0.00		0.00		0.00		0.00		1.00		0.00		1.00		0.00	
Project Management Office Division Director Business Relationship Manager	1.00 0.00		0.00		1.00 0.00		0.00		1.00 0.00		0.00		0.00		0.00		(1.00)		0.00	
Enterprise Systems Senior Manager	1.00		0.00		1.00		0.00		1.00		0.00		0.00		0.00		(1.00)		0.00	
Information Security Manager	1.00		0.00		1.00		0.00		1.00		0.00		1.00		0.00		0.00		0.00	
Administrative Manager	0.00		0.00		1.00		0.00		1.00		0.00		1.00		0.00		0.00		0.00	
IT Business Manager	1.00		0.00		0.00		0.00		0.00		0.00		0.00		0.00		0.00		0.00	
Software Development Manager	1.00		0.00		1.00		0.00		1.00		0.00		0.00		0.00		(1.00)		0.00	
Technical Operations Manager	1.00		0.00		1.00		0.00		1.00		0.00		1.00		0.00		0.00		0.00	
CAD Administrator	0.00		0.00		0.00		0.00		0.00		0.00		0.00		0.00		0.00		0.00	
Data Architect	0.00		0.00		0.00		0.00		0.00		0.00		1.00		0.00		1.00		0.00	
Data Integration Engineer	1.00		0.00		1.00		0.00		1.00		0.00		0.00		0.00		(1.00)		0.00	
Database Administrator	1.00		0.00		1.00		0.00		1.00		0.00		2.00		0.00		1.00		0.00	
E-Government Administrator	0.00		0.00		1.00		0.00		1.00		0.00		1.00		0.00		0.00		0.00	
Financial Analyst II	1.00		0.00		1.00		0.00		1.00		0.00		1.00		0.00		0.00		0.00	
Information Tech Asset Specialist	0.00		0.00		0.00		0.00		0.00		0.00		1.00		0.00		1.00		0.00	
Information Tech Specialist I	1.00		0.00		1.00		0.00		1.00		0.00		1.00		0.00		0.00		0.00	
Information Tech Specialist II	6.00		0.00		5.00		0.00		5.00		0.00		4.00		0.00		(1.00)		0.00	
Information Tech Specialist III	0.00 2.00		0.00		1.00 2.00		0.00		1.00 2.00		0.00		1.00 1.00		0.00		0.00		0.00	
IT Business Analyst IT Operations Engineer I	1.00		0.00		1.00		0.00		1.00		0.00		0.00		0.00		(1.00)		0.00	
IT Operations Engineer II	1.00		0.00		0.00		0.00		0.00		0.00		0.00		0.00		0.00		0.00	
IT Program and Performance Manager	0.00		0.00		0.00		0.00		0.00		0.00		1.00		0.00		1.00		0.00	
IT Project Manager	1.00		0.00		1.00		0.00		1.00		0.00		1.00		0.00		0.00		0.00	
IT Security Engineer	1.00		0.00		1.00		0.00		1.00		0.00		1.00		0.00		0.00		0.00	
Junior Database Administrator	1.00		0.00		1.00		0.00		1.00		0.00		0.00		0.00		(1.00)		0.00	
Junior Network Administrator	0.00		0.00		1.00		0.00		1.00		0.00		1.00		0.00		0.00		0.00	
Junior Systems Administrator	0.00		0.00		0.00		0.00		0.00		0.00		1.00		0.00		1.00		0.00	
Lead Software Engineer	0.00		0.00		0.00		0.00		0.00		0.00		2.00		0.00		2.00		0.00	
Neighborhood Affairs Division Director	0.00		0.00		0.00		0.00		0.00		0.00		0.01		0.00		0.01		0.00	
Neighborhood Affairs Manager	0.01		0.00		0.01		0.00		0.01		0.00		0.00		0.00		(0.01)		0.00	
Neighborhood Affairs Coordinator	0.02		0.00		0.02		0.00		0.02		0.00		0.03		0.00		0.01		0.00	
Network Administrator	0.00		0.00		0.00		0.00		0.00		0.00		0.00		0.00		0.00		0.00	
Sr. Network Administrator	2.00		0.00		1.00		0.00		1.00		0.00		1.00		0.00		0.00		0.00	
Sr. QA Engineer	0.00		0.00		0.00		0.00		0.00		0.00		1.00		0.00		1.00		0.00	
Sr. Software Engineer Sr. Special Projects Manager	0.00		0.00 0.00		0.00		0.00		0.00		0.00		1.00 0.00		0.00		1.00 0.00		0.00	
Sr. Sharepoint Administrator	1.00		0.00		1.00		0.00		1.00		0.00		1.00		0.00		0.00		0.00	
Sr. Systems Administrator	5.00		0.00		6.00		0.00		6.00		0.00		9.00		0.00		3.00		0.00	
Sr. Systems Analyst	4.00		0.00		4.00		0.00		4.00		0.00		0.00		0.00		(4.00)		0.00	
Sr. Website Administrator	1.00		0.00		1.00		0.00		1.00		0.00		1.00		0.00		0.00		0.00	
Sr. Voice Engineer	1.00		0.00		1.00		0.00		1.00		0.00		1.00		0.00		0.00		0.00	
Systems Administrator	1.00		0.00		1.00		0.00		1.00		0.00		1.00		0.00		0.00		0.00	
Systems Analyst	2.00		0.00		1.00		0.00		1.00		0.00		0.00		0.00		(1.00)		0.00	
System Analyst - ERP	1.00		0.00		1.00		0.00		1.00		0.00		0.00		0.00		(1.00)		0.00	
Systems Support Manager	0.00		0.00		0.00		0.00		0.00		0.00		0.00		0.00		0.00		0.00	
Technical Services Analyst	0.00		0.00		0.00		0.00		0.00		0.00		1.00		0.00		1.00		0.00	
Technical Services Manager	0.00		0.00		0.00		0.00		0.00		0.00		0.00		0.00		0.00		0.00	
VOIP Network Administrator	0.00		0.00		0.00		0.00		0.00		0.00		0.00		0.00		0.00		0.00	
Division Tot Other Funds	al 44.03	+	0.00	PT	44.03	+	0.00	PT	44.03	+	0.00	PT	44.04	+	0.00	PT	0.01	+	0.00	PT
Building - Systems Analyst	1.00		0.00		1.00		0.00		1.00		0.00		0.00		0.00		(1.00)		0.00	
Building - Junior Systems Administrator	0.00		0.00		0.00		0.00		0.00		0.00		1.00		0.00		1.00		0.00	
Building - Sr. Systems Admin	0.00		0.00		0.00		0.00		0.00		0.00		1.00		0.00		1.00		0.00	
Building - Senior Systems Analyst	1.00		0.00		1.00		0.00		1.00		0.00		0.00		0.00		(1.00)		0.00	
Subtotal - Fur			0.00	PT	2.00	+	0.00	PT	2.00	+	0.00	PT	2.00	+	0.00	PT	0.00	+	0.00	PT
Subtotal - Divisio	on 46.03	+	0.00	PT	46.03	+	0.00	PT	46.03	+	0.00	PT	46.04	+	0.00	PT	0.01	+	0.00	PT
TELECOMMUNICATIONS SVCS				T						_		1				Ţ				_
Internal Service Fund	0.55																			
Technical Services Manager	0.00		0.00		0.00		0.00		0.00		0.00		0.00		0.00		0.00		0.00	
Account Clerk III	0.00		0.00		0.00		0.00		0.00		0.00		0.00		0.00		0.00		0.00	
Radio Administrator	0.00		0.00 0.00		0.00		0.00		0.00		0.00		0.00		0.00		0.00		0.00	
Sr. Telecom Specialist Telecom Specialist	0.00		0.00		0.00		0.00		0.00		0.00		0.00		0.00		0.00		0.00	
Subtotal - Division			0.00	PT	0.00	+	0.00	PT	0.00	+	0.00	PT	0.00	+	0.00	PT	0.00	+	0.00	PT
DEPARTMENT TOTAL			0.00	PT	46.03	+	0.00	PT	46.03	+	0.00	PT	46.04	+	0.00	PT	0.01	+	0.00	PT

		REVISED			REVISED			ADOP				ROPO					23 ADO	P
MARKETING & COMMUNICATIONS		FY 2021			Y 2022			FY 20	23			FY 20:	24		c	Over/(l	under)	
General Fund																		
Public Information Officer	1.00	0.00		1.00	0.00		1.00		0.00		1.00		0.00		0.00		0.00	
Media Ambassador	0.00	0.00		0.00	0.00		0.00		0.00		0.00		0.00		0.00		0.00	
Public Relations Manager	0.00	0.00		0.00	0.00		0.00		0.00		0.00		0.00		0.00		0.00	
Director of Communications	1.00	0.00		1.00	0.00		1.00		0.00		1.00		0.00		0.00		0.00	
Assistant Director - Communications	1.00	0.00		1.00	0.00		1.00		0.00		1.00		0.00		0.00		0.00	
Neighborhood Affairs Division Director	0.00	0.00		0.00	0.00		0.00		0.00		0.51		0.00		0.51		0.00	
Visual Communications Spec	0.00	0.00		1.00	0.00		1.00		0.00		1.00		0.00		0.00		0.00	
Visual Communications Manager	1.00	0.00		1.00	0.00		1.00		0.00		1.00		0.00		0.00		0.00	
Video Productions and Operations Manager	1.00	0.00		1.00	0.00		1.00		0.00		1.00		0.00		0.00		0.00	
Development Coordinator	0.00	0.00		0.00	0.00		0.00		0.00		0.00		0.00		0.00		0.00	
Digital Media Manager	0.00	0.00		0.00	0.00		0.00		0.00		1.00		0.00		1.00		0.00	
Sr. Media Specialist	0.00	0.00		0.00	0.00		0.00		0.00		0.00		0.00		0.00		0.00	
Media Specialist	1.00	0.00		1.00	0.00		1.00		0.00		1.00		0.00		0.00		0.00	
Office Associate IV	0.00	0.00		0.00	0.00		0.00		0.00		0.00		0.00		0.00		0.00	
Office Associate V	1.00	0.00		1.00	0.00		1.00		0.00		1.00		0.00		0.00		0.00	
Community Resource Coordinator	0.00	0.00		0.00	0.00		0.00		0.00		0.00		0.00		0.00		0.00	
Neighborhood Affairs Manager	0.37	0.00		0.37	0.00		0.37		0.00		0.00		0.00		(0.37)		0.00	
Neighborhood Affairs Coordinator	1.12	0.00		1.12	0.00		1.12		0.00		1.53		0.00		0.41		0.00	
Permit Ombudsman	0.00	0.00		0.00	0.00		0.00		0.00		0.20		0.00		0.20		0.00	
Media Assistant	1.00	1.00		1.00	1.00		1.00		1.00		2.00		0.00		1.00		(1.00)	
Marketing Tourism & Development Manager	1.00	0.00		1.00	0.00		1.00		0.00		1.00		0.00		0.00		0.00	
Writer/Editor Public Information Specialist	1.00 1.00	0.00 0.00		1.00 1.00	0.00		1.00 1.00		0.00		1.00 0.00		0.00		0.00		0.00	
DEPARTMENT TOTAL	12.49	+ 1.00	PT	13.49	+ 1.00	PT	13.49	+	1.00	PT	15.24	+	0.00	PT	1.75	+	(1.00)	PT
																	,/	
MANAGEMENT AND BUDGET, OFFICE OF	1		Ī							Ī								
BUDGET																		
General Fund	1.00	0.00		1.00	0.00		1.00		0.00		1.00		0.00		0.00		0.00	
OMB Director	1.00	0.00		1.00	0.00		1.00		0.00		1.00		0.00		0.00		0.00	
Budget Officer	1.00	0.00		1.00	0.00	ļ	1.00		0.00		1.00		0.00		0.00		0.00	
Capital Budgeting and Planning Manager	0.00	0.00		0.00	0.00		0.00		0.00		1.00		0.00		1.00		0.00	
Operating Budget Manager	0.00	0.00		0.00	0.00		0.00		0.00		0.00		0.00		0.00		0.00	
Sr. Mgmt. & Budget Analyst	3.00	0.00		3.00	0.00		3.00		0.00		2.00		0.00		(1.00)		0.00	
Management & Budget Analyst	2.00	0.00		3.00	0.00		3.00		0.00		3.00		0.00		0.00		0.00	
Office Associate V	0.00	0.00		1.00	0.00		1.00		0.00		1.00		0.00		0.00		0.00	
Sr Management Consultant	0.00	0.00		0.00	0.00		0.00		0.00		0.00		0.00		0.00		0.00	
Management Consultant	0.00	0.00		0.00	0.00		0.00		0.00		0.00		0.00		0.00		0.00	
GRANTS MANAGEMENT	8.00	+ 0.00	PT	9.00	+ 0.00	PT	9.00	+	0.00	PT	9.00	+	0.00	PT	0.00	+	0.00	PT
General Fund	0.00	0.00		0.00	0.00				0.00		0.00		0.00		0.00		0.00	
OMB Director	0.00	0.00		0.00	0.00		0.00		0.00		0.00		0.00		0.00		0.00	
Executive Office Associate II	0.00	0.00					0.00		0.00		0.00		0.00				0.00	
Grants Management Division Director	0.00	0.00		0.00	0.00		0.00		0.00		0.00		0.00		0.00		0.00	
Office Associate V Grants Writer/Researcher	0.00	0.00 0.00		0.00	0.00		0.00		0.00		0.00		0.00		0.00		0.00	
Division Tota	0.00	+ 0.00	PT	0.00	+ 0.00	PT	0.00	+	0.00	PT	0.00	+	0.00	PT	0.00	+	0.00	PT
DEPARTMENT TOTAL		+ 0.00	PT	9.00	+ 0.00	PT	9.00	+	0.00	PT	9.00	+	0.00	PT	0.00	+	0.00	PT
														,				
ORG DEV & PERFORMANCE INITIATIVES																		
General Fund	0.00	0.00							0.00		0.00		0.00				0.00	
Org Dev & Training Specialist	0.00	0.00	Į.	0.00	0.00												0.00	
Chief Learning Development Officer	1.00	0.00		0.00	0.00		0.00						0.00		0.00			
Office Associate IV	0.00	0.00		1.00	0.00		1.00		0.00		0.00		0.00		(1.00)		0.00	
	0.00	0.00		1.00 0.80	0.00 0.00		1.00 0.80		0.00		0.00		0.00		(1.00) (0.80)		0.00	
Program Supervisor	0.00	0.00 1.00		1.00 0.80 0.25	0.00 0.00 0.00		1.00 0.80 0.25		0.00 0.00 0.00		0.00 0.00 0.00		0.00 0.00 0.00		(1.00) (0.80) (0.25)		0.00	
Program Supervisor Management Analyst	0.00 0.00	0.00 1.00 0.00		1.00 0.80 0.25 0.00	0.00 0.00 0.00 0.00		1.00 0.80 0.25 0.00		0.00 0.00 0.00 0.00		0.00 0.00 0.00 0.00		0.00 0.00 0.00 0.00		(1.00) (0.80) (0.25) 0.00		0.00 0.00 0.00	
Program Supervisor Management Analyst Education Compact Initiatives Coordinator	0.00 0.00 1.00	0.00 1.00 0.00 0.00		1.00 0.80 0.25 0.00 1.00	0.00 0.00 0.00 0.00 0.00		1.00 0.80 0.25 0.00 1.00		0.00 0.00 0.00 0.00 0.00		0.00 0.00 0.00 0.00 0.00		0.00 0.00 0.00 0.00 0.00		(1.00) (0.80) (0.25) 0.00 (1.00)		0.00 0.00 0.00 0.00	
Program Supervisor Management Analyst Education Compact Initiatives Coordinator Excellence Program Assessor	0.00 0.00 1.00 0.00	0.00 1.00 0.00 0.00 1.50	РТ	1.00 0.80 0.25 0.00 1.00 0.00	0.00 0.00 0.00 0.00 0.00 1.50	рт	1.00 0.80 0.25 0.00 1.00 0.00		0.00 0.00 0.00 0.00 0.00 1.50	PT	0.00 0.00 0.00 0.00 0.00 0.00		0.00 0.00 0.00 0.00 0.00 0.00	РТ	(1.00) (0.80) (0.25) 0.00 (1.00) 0.00		0.00 0.00 0.00 0.00 (1.50)	PT
Program Supervisor Management Analyst Education Compact Initiatives Coordinator Excellence Program Assessor Subtotal - Fund	0.00 0.00 1.00 0.00	0.00 1.00 0.00 0.00 1.50	PT	1.00 0.80 0.25 0.00 1.00	0.00 0.00 0.00 0.00 0.00	PT	1.00 0.80 0.25 0.00 1.00	+	0.00 0.00 0.00 0.00 0.00	PT	0.00 0.00 0.00 0.00 0.00	+	0.00 0.00 0.00 0.00 0.00	PT	(1.00) (0.80) (0.25) 0.00 (1.00)	+	0.00 0.00 0.00 0.00	PT
Program Supervisor Management Analyst Education Compact Initiatives Coordinator Excellence Program Assessor Subtotal - Fund Resort Tax Fund	0.00 0.00 1.00 0.00 2.00	0.00 1.00 0.00 0.00 1.50 + 2.50	PT	1.00 0.80 0.25 0.00 1.00 0.00 3.05	0.00 0.00 0.00 0.00 0.00 1.50 + 1.50	PT	1.00 0.80 0.25 0.00 1.00 0.00 3.05	+	0.00 0.00 0.00 0.00 0.00 1.50	PT	0.00 0.00 0.00 0.00 0.00 0.00	+	0.00 0.00 0.00 0.00 0.00 0.00 0.00	PT	(1.00) (0.80) (0.25) 0.00 (1.00) 0.00 (3.05)	+	0.00 0.00 0.00 0.00 (1.50) (1.50)	PT
Program Supervisor Management Analyst Education Compact Initiatives Coordinator Excellence Program Assessor Subtotal - Fund Office Associate IV	0.00 0.00 1.00 0.00 2.00	0.00 1.00 0.00 0.00 1.50 + 2.50	PT	1.00 0.80 0.25 0.00 1.00 0.00 3.05	0.00 0.00 0.00 0.00 0.00 1.50	PT	1.00 0.80 0.25 0.00 1.00 0.00 3.05	+	0.00 0.00 0.00 0.00 0.00 1.50 1.50	PT	0.00 0.00 0.00 0.00 0.00 0.00 0.00	+	0.00 0.00 0.00 0.00 0.00 0.00 0.00	PT	(1.00) (0.80) (0.25) 0.00 (1.00) 0.00	+	0.00 0.00 0.00 0.00 (1.50) (1.50)	PT
Program Supervisor Management Analyst Education Compact Initiatives Coordinator Excellence Program Assessor Subtotal - Fund Resort Tax Fund	0.00 0.00 1.00 0.00 2.00	0.00 1.00 0.00 0.00 1.50 + 2.50	PT PT	1.00 0.80 0.25 0.00 1.00 0.00 3.05	0.00 0.00 0.00 0.00 0.00 1.50 + 1.50	PT PT	1.00 0.80 0.25 0.00 1.00 0.00 3.05	+	0.00 0.00 0.00 0.00 0.00 1.50	PT	0.00 0.00 0.00 0.00 0.00 0.00	+	0.00 0.00 0.00 0.00 0.00 0.00 0.00	PT PT	(1.00) (0.80) (0.25) 0.00 (1.00) 0.00 (3.05)	+	0.00 0.00 0.00 0.00 (1.50) (1.50)	PT PT
Program Supervisor Management Analyst Education Compact Initiatives Coordinator Excellence Program Assessor Subtotal - Fund Office Associate IV Excellence Program Assessor	0.00 0.00 1.00 0.00 2.00 0.00 0.00 0.00	0.00 1.00 0.00 0.00 1.50 + 2.50		1.00 0.80 0.25 0.00 1.00 0.00 3.05	0.00 0.00 0.00 0.00 0.00 1.50 + 1.50		1.00 0.80 0.25 0.00 1.00 0.00 3.05		0.00 0.00 0.00 0.00 0.00 1.50 1.50		0.00 0.00 0.00 0.00 0.00 0.00 0.00		0.00 0.00 0.00 0.00 0.00 0.00 0.00		(1.00) (0.80) (0.25) 0.00 (1.00) 0.00 (3.05) (0.05) 0.00		0.00 0.00 0.00 0.00 (1.50) (1.50)	
Program Supervisor Management Analyst Education Compact Initiatives Coordinator Excellence Program Assessor Subtotal - Fund Office Associate IV Excellence Program Assessor Subtotal - Fund DEPARTMENT TOTAL	0.00 0.00 1.00 0.00 2.00 0.00 0.00 0.00	0.00 1.00 0.00 0.00 1.50 + 2.50 - 0.00 2.00 + 2.00	PT	1.00 0.80 0.25 0.00 1.00 0.00 3.05 0.05 0.00	0.00 0.00 0.00 0.00 0.00 1.50 + 1.50 0.00 2.00 + 2.00	PT	1.00 0.80 0.25 0.00 1.00 0.00 3.05 0.05 0.05	+	0.00 0.00 0.00 0.00 0.00 1.50 1.50 0.00 2.00	PT	0.00 0.00 0.00 0.00 0.00 0.00 0.00	+	0.00 0.00 0.00 0.00 0.00 0.00 0.00	PT	(1.00) (0.80) (0.25) 0.00 (1.00) 0.00 (3.05) (0.05) 0.00	+	0.00 0.00 0.00 0.00 (1.50) (1.50) 0.00 (2.00)	PT
Program Supervisor Management Analyst Education Compact Initiatives Coordinator Excellence Program Assessor Resort Tax Fund Office Associate IV Excellence Program Assessor Subtotal - Func DEPARTMENT TOTAL PROCUREMENT	0.00 0.00 1.00 0.00 2.00 0.00 0.00 0.00	0.00 1.00 0.00 0.00 1.50 + 2.50 - 0.00 2.00 + 2.00	PT	1.00 0.80 0.25 0.00 1.00 0.00 3.05 0.05 0.00	0.00 0.00 0.00 0.00 0.00 1.50 + 1.50 0.00 2.00 + 2.00	PT	1.00 0.80 0.25 0.00 1.00 0.00 3.05 0.05 0.05	+	0.00 0.00 0.00 0.00 0.00 1.50 1.50 0.00 2.00	PT	0.00 0.00 0.00 0.00 0.00 0.00 0.00	+	0.00 0.00 0.00 0.00 0.00 0.00 0.00	PT	(1.00) (0.80) (0.25) 0.00 (1.00) 0.00 (3.05) (0.05) 0.00	+	0.00 0.00 0.00 0.00 (1.50) (1.50) 0.00 (2.00)	PT
Program Supervisor Management Analyst Education Compact Initiatives Coordinator Excellence Program Assessor Subtotal - Fund Office Associate IV Excellence Program Assessor Subtotal - Fund DEPARTMENT TOTAL PROCUREMENT General Fund	0.00 0.00 1.00 0.00 2.00 0.00 0.00 0.00	0.00 1.00 0.00 0.00 1.50 + 2.50 0.00 2.00 + 2.00 + 4.50	PT	1.00 0.80 0.25 0.00 1.00 0.00 3.05 0.05 0.00 0.05 3.10	0.00 0.00 0.00 0.00 1.50 + 1.50 0.00 2.00 + 2.00 + 3.50	PT	1.00 0.80 0.25 0.00 1.00 0.00 3.05 0.05 0.00 0.05 3.10	+	0.00 0.00 0.00 0.00 0.00 1.50 1.50 0.00 2.00 2.00 3.50	PT	0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.0	+	0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.0	PT	(1.00) (0.80) (0.25) 0.00 (1.00) 0.00 (3.05) (0.05) 0.00 (0.05) (3.10)	+	0.00 0.00 0.00 0.00 (1.50) (1.50) 0.00 (2.00) (2.00) (3.50)	PT
Program Supervisor Management Analyst Education Compact Initiatives Coordinator Excellence Program Assessor Resort Tax Fund Office Associate IV Excellence Program Assessor Subtotal - Fund DEPARTMENT TOTAL PROCUREMENT General Fund Chief Procurement Officer	0.00 0.00 1.00 0.00 2.00 0.00 0.00 0.00	0.00 1.00 0.00 0.00 1.50 + 2.50 0.00 2.00 + 2.00 + 4.50	PT	1.00 0.80 0.25 0.00 1.00 0.00 3.05 0.05 0.05 3.10	0.00 0.00 0.00 0.00 0.00 1.50 + 1.50 0.00 2.00 + 2.00 + 3.50	PT	1.00 0.80 0.25 0.00 1.00 0.00 3.05 0.05 0.05 3.10	+	0.00 0.00 0.00 0.00 0.00 1.50 1.50 0.00 2.00 2.00 3.50	PT	0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.0	+	0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.0	PT	(1.00) (0.80) (0.25) 0.00 (1.00) 0.00 (3.05) (0.05) (0.05) (0.05) (3.10)	+	0.00 0.00 0.00 0.00 (1.50) (1.50) 0.00 (2.00) (2.00) (3.50)	PT
Program Supervisor Management Analyst Education Compact Initiatives Coordinator Excellence Program Assessor Subtotal - Fund Office Associate IV Excellence Program Assessor Subtotal - Fund DEPARTMENT TOTAL PROCUREMENT General Fund Chief Procurement Officer Procurement Director	0.00 0.00 1.00 0.00 2.00 0.00 0.00 0.00	0.00 1.00 0.00 0.00 1.50 + 2.50 - 2.50 - 2.00 + 2.00 + 4.50	PT	1.00 0.80 0.25 0.00 1.00 0.00 3.05 0.05 0.00 0.05 3.10	0.00 0.00 0.00 0.00 0.00 1.50 + 1.50 0.00 2.00 + 2.00 + 3.50	PT	1.00 0.80 0.25 0.00 1.00 0.00 3.05 0.05 0.05 3.10	+	0.00 0.00 0.00 0.00 0.00 1.50 1.50 2.00 2.00 3.50	PT	0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.0	+	0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.0	PT	(1.00) (0.80) (0.25) 0.00 (1.00) 0.00 (3.05) (0.05) (0.05) (3.10)	+	0.00 0.00 0.00 (1.50) (1.50) 0.00 (2.00) (2.00) (3.50)	PT
Program Supervisor Management Analyst Education Compact Initiatives Coordinator Excellence Program Assessor Subtotal - Fund Office Associate IV Excellence Program Assessor Subtotal - Fund DEPARTMENT TOTAL PROCUREMENT General Fund Chief Procurement Officer Procurement Director Assistant Director Assistant Director	0.00 0.00 1.00 0.00 2.00 0.00 0.00 0.00	0.00 1.00 0.00 0.00 1.50 + 2.50 2.00 + 2.00 + 4.50	PT	1.00 0.80 0.25 0.00 1.00 0.00 3.05 0.05 0.05 3.10	0.00 0.00 0.00 0.00 0.00 1.50 + 1.50 - 2.00 + 2.00 + 3.50	PT	1.00 0.80 0.25 0.00 1.00 0.00 3.05 0.05 3.10 0.00 1.00 1.00	+	0.00 0.00 0.00 0.00 0.00 1.50 0.00 2.00 2.00 3.50	PT	0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.0	+	0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.0	PT	(1.00) (0.80) (0.25) 0.00 (1.00) 0.00 (3.05) (0.05) (0.05) (3.10)	+	0.00 0.00 0.00 0.00 (1.50) (1.50) 0.00 (2.00) (2.00) (3.50)	PT
Program Supervisor Management Analyst Education Compact Initiatives Coordinator Excellence Program Assessor Resort Tax Fund Office Associate IV Excellence Program Assessor Subtotal - Func DEPARTMENT TOTAL PROCUREMENT General Fund Chief Procurement Officer Procurement Director Assistant Director Administrative Services Manager	0.00 0.00 1.00 0.00 2.00 0.00 0.00 2.00 0.00 1.00 1	0.00 1.00 0.00 0.00 1.50 + 2.50 0.00 2.00 + 2.00 + 4.50	PT	0.00 0.80 0.25 0.00 1.00 0.00 3.05 0.05 0.00 0.05 3.10	0.00 0.00 0.00 0.00 0.00 1.50 + 1.50 0.00 2.00 + 2.00 + 3.50	PT	1.00 0.80 0.25 0.00 1.00 0.00 3.05 0.05 0.00 0.05 3.10	+	0.00 0.00 0.00 0.00 0.00 1.50 1.50 2.00 2.00 3.50	PT	0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.0	+	0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.0	PT	(1.00) (0.80) (0.25) 0.00 (1.00) 0.00 (3.05) (0.05) (0.05) (3.10)	+	0.00 0.00 0.00 0.00 (1.50) (1.50) 0.00 (2.00) (2.00) (3.50) 0.00 0.00 0.00	PT
Program Supervisor Management Analyst Education Compact Initiatives Coordinator Excellence Program Assessor Subtotal - Fund Office Associate IV Excellence Program Assessor Subtotal - Fund DEPARTMENT TOTAL PROCUREMENT General Fund Chief Procurement Officer Procurement Director Assistant Director Assistant Director Administrative Services Manager Assistant City Attorney I	0.00 0.00 1.00 0.00 2.00 0.00 0.00 0.00	0.00 1.00 0.00 0.00 1.50 + 2.50 0.00 2.00 + 2.00 + 4.50	PT	1.00 0.80 0.25 0.00 1.00 0.00 3.05 0.05 0.00 0.05 3.10 0.00 1.00 1.00 1.00	0.00 0.00 0.00 0.00 0.00 0.00 1.50 + 1.50 - 2.00 + 2.00 + 3.50	PT	1.00 0.80 0.25 0.00 1.00 0.00 3.05 0.05 0.05 0.05 3.10 0.00 1.00 1.00 1.00	+	0.00 0.00 0.00 0.00 0.00 1.50 0.00 2.00 2.00 2.00 3.50	PT	0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.0	+	0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.0	PT	(1.00) (0.80) (0.25) 0.00 (1.00) 0.00 (3.05) (0.05) 0.00 (0.05) (3.10)	+	0.00 0.00 0.00 0.00 (1.50) (1.50) 0.00 (2.00) (3.50) 0.00 0.00 0.00 0.00	PT
Program Supervisor Management Analyst Education Compact Initiatives Coordinator Excellence Program Assessor Resort Tax Fund Office Associate IV Excellence Program Assessor Subtotal - Fund DEPARTMENT TOTAL PROCUREMENT General Fund Chief Procurement Officer Procurement Director Assistant Director Administrative Services Manager Assistant City Attorney I Contracts Compliance Administrator	0.00 0.00 1.00 0.00 2.00 0.00 0.00 2.00 2	0.00 1.00 0.00 0.00 1.50 + 2.50 2.00 + 2.00 + 4.50	PT	1.00 0.80 0.25 0.00 1.00 0.00 3.05 0.05 0.00 0.05 3.10 0.00 1.00 1.00 1.00 1.00 1.00	0.00 0.00 0.00 0.00 1.50 + 1.50 0.00 2.00 + 2.00 + 3.50	PT	1.00 0.80 0.25 0.00 1.00 3.05 0.05 0.00 0.05 3.10 0.00 1.00 1.00 1.00 1.00 1.00 1.00	+	0.00 0.00 0.00 0.00 0.00 1.50 1.50 2.00 2.00 2.00 3.50	PT	0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.0	+	0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.0	PT	(1.00) (0.80) (0.25) 0.00 (1.00) 0.00 (3.05) (0.05) 0.00 (0.05) (3.10)	+	0.00 0.00 0.00 0.00 (1.50) (1.50) 0.00 (2.00) (2.00) (3.50) 0.00 0.00 0.00 0.00	PT
Program Supervisor Management Analyst Education Compact Initiatives Coordinator Excellence Program Assessor Resort Tax Fund Office Associate IV Excellence Program Assessor Subtotal - Fund DEPARTMENT TOTAL PROCUREMENT General Fund Chief Procurement Officer Procurement Director Assistant Director Assistant Director Assistant City Attorney I Contracts Compliance Administrator Contract Negotiator	0.00 0.00 1.00 0.00 2.00 0.00 0.00 2.00 0.00 1.00 1	0.00 1.00 0.00 0.00 1.50 + 2.50 - 2.00 2.00 2.00 + 4.50 - 4.50	PT	1.00 0.80 0.25 0.00 1.00 0.00 3.05 0.05 0.00 1.00 1.00 1.00 1.00 1.00 1.00 1.00 1.00	0.00 0.00 0.00 0.00 1.50 + 1.50 0.00 2.00 + 2.00 + 3.50	PT	1.00 0.80 0.25 0.00 1.00 0.00 3.05 0.05 0.00 1.00 1.00 1.00 1.00 1.00 0.00 1.00 0.00	+	0.00 0.00 0.00 0.00 0.00 0.00 1.50 1.50	PT	0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.0	+	0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.0	PT	(1.00) (0.80) (0.25) 0.00 (1.00) 0.00 (3.05) (0.05) 0.00 (0.05) (3.10)	+	0.00 0.00 0.00 0.00 (1.50) (1.50) 0.00 (2.00) (3.50) 0.00 0.00 0.00 0.00 0.00 0.00	PT
Program Supervisor Management Analyst Education Compact Initiatives Coordinator Excellence Program Assessor Subtotal - Fund Office Associate IV Excellence Program Assessor Subtotal - Fund DEPARTMENT TOTAL PROCUREMENT General Fund Chief Procurement Officer Procurement Director Administrative Services Manager Assistant Diry Attorney I Contracts Compliance Administrator Contract Negotiator Procurement Contract Officer I	0.00 0.00 1.00 0.00 2.00 0.00 0.00 2.00 0.00 1.00 1	0.00 1.00 0.00 0.00 1.50 1.50 2.00 2.00 2.00 4 2.50 0.00 0.00 0.00 0.00 0.00 0.00	PT	1.00 0.80 0.25 0.00 1.00 0.00 3.05 0.05 0.00 1.00	0.00 0.00 0.00 0.00 1.50 + 1.50 0.00 0.00 + 2.00 + 3.50 0.00 0.00 0.00 0.00 0.00	PT	1.00 0.80 0.25 0.00 1.00 0.00 3.05 0.05 0.00 1.00 1.00 1.00 1.00 1.00 1.00 0.00 1.00	+	0.00 0.00 0.00 0.00 0.00 0.00 1.50 1.50	PT	0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.0	+	0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.0	PT	(1.00) (0.80) (0.25) (0.00) (1.00) (0.05) (0.05) (0.05) (3.10) 1.00 (1.00) 0.00 0.00 0.00 0.00	+	0.00 0.00 0.00 0.00 (1.50) (1.50) 0.00 (2.00) (2.00) (2.00) (3.50) 0.00 0.00 0.00 0.00 0.00 0.00	PT
Program Supervisor Management Analyst Education Compact Initiatives Coordinator Excellence Program Assessor Resort Tax Fund Office Associate IV Excellence Program Assessor Subtotal - Fund DEPARTMENT TOTAL PROCUREMENT General Fund Chief Procurement Officer Procurement Director Assistant Director Administrative Services Manager Assistant City Attorney I Contracts Compliance Administrator Contract Compliance Administrator Contract Compliance Administrator Contract Compliance Administrator Procurement Contract Officer I Procurement Contract Officer I Procurement Contract Officer I	0.00 0.00 1.00 0.00 2.00 0.00 0.00 2.00 0.00 1.00 1	0.00 1.00 0.00 0.00 1.50 + 2.50 - 2.00 2.00 2.00 + 4.50 - 4.50	PT	0.00 0.80 0.25 0.00 1.00 0.00 3.05 0.05 0.00 0.05 3.10 0.00 1.00 1.00 0.00 1.00 0.00 3.00 3	0.00 0.00 0.00 0.00 1.50 + 1.50 0.00 2.00 2.00 + 2.00 + 3.50 0.00 0.00 0.00 0.00 0.00 0.00	PT	0.00 0.80 0.25 0.00 1.00 0.00 3.05 0.05 0.00 0.05 3.10	+	0.00 0.00 0.00 0.00 0.00 1.50 1.50 0.00 2.00 2.00 3.50	PT	0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.0	+	0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.0	PT	(1.00) (0.80) (0.25) 0.00 (1.00) 0.00 (0.05) (0.05) (3.10) 1.00 (1.00) 0.00 0.00 0.00 0.00 (1.00) 0.00 (1.00)	+	0.00 0.00 0.00 0.00 (1.50) (1.50) 0.00 (2.00) (2.00) (2.00) (3.50) 0.00	PT
Program Supervisor Management Analyst Education Compact Initiatives Coordinator Excellence Program Assessor Resort Tax Fund Office Associate IV Excellence Program Assessor Subtotal - Fund DEPARTMENT TOTAL PROCUREMENT General Fund Chief Procurement Officer Procurement Director Assistant Director Assistant Director Administrative Services Manager Assistant City Attorney I Contracts Compliance Administrator Contract Negotiator Procurement Contract Officer I Procurement Contract Officer II Procurement Contract Officer II Procurement Contract Officer II	0.00 0.00 1.00 0.00 2.00 0.00 0.00 0.00	0.00 1.00 0.00 0.00 1.50 + 2.50 - 2.00 + 2.00 + 4.50 - 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0	PT	1.00 0.80 0.25 0.00 1.00 0.00 3.05 0.05 3.10 0.00 1.00 1.00 1.00 1.00 0.00 1.00	0.00 0.00 0.00 0.00 0.00 1.50 + 1.50 0.00 0.00 + 2.00 + 3.50 0.00 0.00 0.00 0.00 0.00 0.00 0.00	PT	0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.0	+	0.00 0.00 0.00 0.00 0.00 1.50 1.50 0.00 2.00 3.50 0.00	PT	0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.0	+	0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.0	PT	(1.00) (0.80) (0.25) (0.00) (1.00) (0.05) (0.05) (0.05) (1.00) (1.00) (1.00) (0	+	0.00 0.00 0.00 0.00 (1.50) 0.00 (2.00) (2.00) (3.50) 0.00	PT
Program Supervisor Management Analyst Education Compact Initiatives Coordinator Excellence Program Assessor Resort Tax Fund Office Associate IV Excellence Program Assessor Subtotal - Func DEPARTMENT TOTAL PROCUREMENT General Fund Chief Procurement Officer Procurement Director Administrative Services Manager Assistant Director Administrative Services Manager Assistant Director Administrative Contract Negotiator Procurement Officer II Procurement Contract Officer II Procurement Contract Officer III Procurement Contract Manager	0.00 0.00 1.00 0.00 2.00 0.00 0.00 0.00	0.00 1.00 0.00 0.00 1.50 0.00 2.00 + 2.50 • 4.50 • 4.50 • 0.00 0.00 0.00 0.00 0.00 0.00 0.00	PT	0.00 0.80 0.25 0.00 1.00 0.00 3.05 0.05 0.05 0.05 3.10 0.00 1.00 1.00 1.00 0.00 3.00 0.00 1.00	0.00 0.00 0.00 0.00 1.50 + 1.50 - 2.00 + 2.00 + 3.50 - 3.50 - 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0	PT	0.00 0.00 0.00 0.00 0.00 0.05 0.00 0.05 3.10 0.00 1.00 1.00 0.00 1.00 0.00 3.00 0.00 1.00	+	0.00 0.00 0.00 0.00 1.50 1.50 2.00 2.00 2.00 3.50	PT	0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.0	+	0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.0	PT	(1.00) (0.80) (0.25) (0.00) (1.00) (0.05) (0	+	0.00 0.00 0.00 (1.50) 0.00 (2.00) (2.00) (3.50) 0.00 0.00 0.00 0.00 0.00 0.00 0.00	PT
Program Supervisor Management Analyst Education Compact Initiatives Coordinator Excellence Program Assessor Resort Tax Fund Office Associate IV Excellence Program Assessor Subtotal - Fund DEPARTMENT TOTAL PROCUREMENT General Fund Chief Procurement Officer Procurement Director Assistant Director Administrative Services Manager Assistant City Attorney I Contracts Compliance Administrator Contract Compliance Administrator Contracting Analyst I	0.00 0.00 1.00 0.00 2.00 0.00 0.00 2.00 0.00 1.00 1	0.00 1.00 0.00 0.00 0.00 1.50 + 2.50 - 2.00 2.00 0.00 0.00 0.00 0.00 0.00 0.00	PT	0.00 0.80 0.25 0.00 1.00 0.00 3.05 0.05 0.00 1.00 1.00 1.00 0.00 1.00 0.00 1.00 0.00 1.00 0.00 1.00 0.00 1.00	0.00 0.00 0.00 0.00 1.50 + 1.50 0.00 2.00 2.00 + 2.00 + 3.50 0.00 0.00 0.00 0.00 0.00 0.00 0.00	PT	1.00 0.80 0.25 0.00 1.00 0.00 3.05 0.05 0.00 1.00 0.05 3.10 0.00 1.00 0.00 1.00 0.00 3.00 3.00	+	0.00 0.00 0.00 0.00 1.50 1.50 0.00 2.00 3.50 0.00	PT	0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.0	+	0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.0	PT	(1,00) (0,80) (0,25) (0,00) (1,00) (0,05) (0,05) (0,05) (1,00) (1,00) (0,00) (0,00) (0,00) (1	+	0.00 0.00 0.00 (1.50) (2.00) (2.00) (2.00) (3.50) 0.00 0.	PT
Program Supervisor Management Analyst Education Compact Initiatives Coordinator Excellence Program Assessor Subtotal - Func Resort Tax Fund Office Associate IV Excellence Program Assessor Subtotal - Func DEPARTMENT TOTAL PROCUREMENT General Fund Chief Procurement Officer Procurement Director Assistant Director Administrative Services Manager Assistant Director Contract Negotiator Procurement Contract Officer I Procurement Contract Officer II Procurement Contract Manager	0.00 0.00 1.00 0.00 2.00 0.00 0.00 1.00 1	0.00 1.00 0.00 0.00 0.00 1.50 + 2.50 2.00 + 2.00 + 4.50 0.00 0.00 0.00 0.00 0.00 0.00 0.00	PT	0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.0	0.00 0.00 0.00 0.00 1.50 + 1.50 0.00 0.00 + 2.00 + 3.50 0.00 0.00 0.00 0.00 0.00 0.00 0.00	PT	0.00 0.00 0.05 0.00 0.05 0.05 0.05 0.05	+	0.00 0.00 0.00 0.00 0.00 1.50 1.50 2.00 2.00 2.00 2.00 0.00 0.00 0.00 0	PT	0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.0	+	0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.0	PT	(1.00) (0.80) (0.25) (0.00) (1.00) (0.05) (0	+	0.00 0.00 0.00 (1.50) 0.00 (2.00) (2.00) (2.00) (3.50) 0.00 0.	PT
Program Supervisor Management Analyst Education Compact Initiatives Coordinator Excellence Program Assessor Resort Tax Fund Office Associate IV Excellence Program Assessor Subtotal - Fund DEPARTMENT TOTAL PROCUREMENT General Fund Chief Procurement Officer Procurement Director Assistant Director Administrative Services Manager Assistant Director Assistant City Attorney I Contract Compliance Administrator Contract Compliance Administrator Contract Compliance Administrator Procurement Contract Officer II Procurement Contract Officer III Procurement Contract In Analyst II Procurement Contracting Analyst III Procurement Contracting Analyst III Procurement Contracting Analyst III	0.00 0.00 1.00 0.00 2.00 0.00 0.00 0.00	0.00 1.00 0.00 0.00 0.00 1.50 + 2.50 0.00 2.00 + 2.00 4.50 4.50 0.00 0.00 0.00 0.00 0.0	PT	0.00 0.00 0.00 0.05 0.00 0.05 0.00 0.05 0.00	0.00 0.00 0.00 0.00 1.50 + 1.50 - 2.00 + 2.00 + 2.00 - 3.50 - 3.50 - 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0	PT	1.00 0.80 0.25 0.00 1.00 0.00 3.05 0.05 0.00 1.00 1.00 1.00 1.00 0.00 3.00 0.00 3.00 0.00 3.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00	+	0.00 0.00 0.00 0.00 0.00 1.50 1.50 0.00 2.00 2.00 3.50 0.00	PT	0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.0	+	0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.0	PT	(1.00) (0.80) (0.25) (0.00) (1.00) (0.05) (0.05) (0.05) (0.05) (3.10) (1.00) (0.00) (1.00) (0.00) (1	+	0.00 0.00 0.00 0.00 (1.50) (1.50) (2.00) (2.00) (2.00) (3.50) 0.00 0.00 0.00 0.00 0.00 0.00 0.00	PT
Program Supervisor Management Analyst Education Compact Initiatives Coordinator Excellence Program Assessor Subtotal - Fund Office Associate IV Excellence Program Assessor Subtotal - Fund DEPARTMENT TOTAL PROCUREMENT General Fund Chief Procurement Officer Procurement Director Assistant Director Administrative Services Manager Assistant City Attorney 1 Contract Roppilation Procurement Contract Officer II Procurement Contract Officer II Procurement Contract Officer III Procurement Contract Manager Procurement Contract Manager Procurement Contract Manager Procurement Contracting Analyst II Procurement Contracting Analyst III Procurement Contracting Analyst III Procurement Coordinator	0.00 0.00 0.00 2.00 0.00 0.00 0.00 0.00	0.00 1.00 0.00 0.00 0.00 0.00 0.00 0.00	PT	0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.0	0.00 0.00 0.00 0.00 0.00 1.50 + 1.50 0.00 0.00 0.00 0.00 0.00 0.00 0.00	PT	0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.0	+	0.00 0.00 0.00 0.00 0.00 1.50 1.50 2.00 2.00 2.00 2.00 3.50	PT	0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.0	+	0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.0	PT	(1.00) (0.80) (0.25) (0.00) (1.00) (0.05) (0	+	0.00 0.00 0.00 0.00 (1.50) (1.50) (2.00) (2.00) (3.50) 0.00 0.	PT
Program Supervisor Management Analyst Education Compact Initiatives Coordinator Excellence Program Assessor Resort Tax Fund Office Associate IV Excellence Program Assessor Subtotal - Fund DEPARTMENT TOTAL PROCUREMENT General Fund Chief Procurement Officer Procurement Director Assistant Director Administrative Services Manager Assistant City Attorney I Contracts Compliance Administrator Contract Compliance Administrator Contract Compliance Administrator Procurement Contract Officer II Procurement Contract Officer III Procurement Contract In Analyst II Procurement Contracting Analyst II Procurement Contracting Analyst III Procurement Contracting Analyst III Procurement Contracting Analyst III Procurement Contracting Analyst III	0.00 0.00 1.00 0.00 0.00 0.00 0.00 0.00	0.00 1.00 0.00 0.00 0.00 1.50 + 2.50 0.00 2.00 + 2.00 4.50 4.50 0.00 0.00 0.00 0.00 0.0	PT	0.00 0.00 0.00 0.05 0.00 0.05 0.00 0.05 0.00	0.00 0.00 0.00 0.00 1.50 + 1.50 - 2.00 + 2.00 + 2.00 - 3.50 - 3.50 - 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0	PT	1.00 0.80 0.25 0.00 1.00 0.00 3.05 0.05 0.00 1.00 1.00 1.00 1.00 0.00 3.00 0.00 3.00 0.00 3.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00	+	0.00 0.00 0.00 0.00 0.00 1.50 1.50 0.00 2.00 2.00 3.50 0.00	PT	0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.0	+	0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.0	PT	(1.00) (0.80) (0.25) (0.00) (1.00) (0.05) (0.05) (0.05) (0.05) (3.10) (1.00) (0.00) (1.00) (0.00) (1	+	0.00 0.00 0.00 0.00 (1.50) (1.50) (2.00) (2.00) (2.00) (3.50) 0.00 0.00 0.00 0.00 0.00 0.00 0.00	PT

		REVISED		REVISED		OPTED		OPOSED		ROP 23 ADOP
		Y 2021	F	Y 2022	FY	2023	FY	2024	0	ver/(Under)
BUILDING* Enterprise Fund										
Building Director	1.00	0.00	1.00	0.00	1.00	0.00	1.00	0.00	0.00	0.00
Deputy Building Director	2.00	0.00	2.00	0.00	2.00	0.00	2.00	0.00	0.00	0.00
Division Director Building Operations	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Building Operations Manager	1.00	0.00	1.00	0.00	1.00	0.00	2.00	0.00	1.00	0.00
Building Permit Services Manager	1.00	0.00	1.00	0.00	1.00	0.00	1.00	0.00	0.00	0.00
Building Permit Services Supervisor	0.00	0.00	2.00	0.00	2.00	0.00	2.00	0.00	0.00	0.00
Building Recertification Specialist	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Building Records Manager	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Building Records Supervisor	1.00 2.00	0.00 0.00	1.00 2.00	0.00	1.00 2.00	0.00 0.00	1.00 2.00	0.00 0.00	0.00	0.00 0.00
Building Code Compliance Officer Chief Bldg. Code Comp Officer	1.00	0.00	1.00	0.00 0.00	1.00	0.00	1.00	0.00	0.00	0.00
Chief Building Inspector	1.00	0.00	1.00	0.00	1.00	0.00	0.00	0.00	(1.00)	0.00
Chief Electrical Inspector	1.00	0.00	1.00	0.00	1.00	0.00	1.00	0.00	0.00	0.00
Chief Roofing Inspector	1.00	0.00	1.00	0.00	1.00	0.00	1.00	0.00	0.00	0.00
Chief Mechanical Inspector	1.00	0.00	1.00	0.00	1.00	0.00	1.00	0.00	0.00	0.00
Chief Plumbing Inspector	1.00	0.00	1.00	0.00	1.00	0.00	1.00	0.00	0.00	0.00
Chief Structural Engineer	3.00	0.00	3.00	0.00	3.00	0.00	3.00	0.00	0.00	0.00
Clerk	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Clerk Typist	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Code Compliance Officer I	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Code Compliance Officer II	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Code Violations Clerk Condominium Ombudsman	0.00	0.00 0.00	0.00	0.00 0.00	0.40 0.00	0.00 0.00	0.40 0.00	0.00 0.00	0.00	0.00 0.00
Development Review Services Coordinator	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Electrical Inspector	2.00	0.00	2.00	0.00	2.00	0.00	2.00	0.00	0.00	0.00
Engineer	1.00	0.00	1.00	0.00	1.00	0.00	1.00	0.00	0.00	0.00
Financial Analyst / Financial Analyst I	1.00	0.00	1.00	0.00	1.00	0.00	1.00	0.00	0.00	0.00
Floodplain Manager	1.00	0.00	1.00	0.00	1.00	0.00	1.00	0.00	0.00	0.00
Mechanical Inspector	1.00	0.00	1.00	0.00	1.00	0.00	1.00	0.00	0.00	0.00
Neighborhood Affairs Division Director	0.00	0.00	0.00	0.00	0.00	0.00	0.04	0.00	0.04	0.00
Neighborhood Affairs Manager	0.01	0.00	0.01	0.00	0.01	0.00	0.00	0.00	(0.01)	0.00
Neighborhood Affairs Coordinator	0.03	0.00	0.03	0.00	0.03	0.00	0.12	0.00	0.09	0.00
Office Associate III	7.00	0.00	6.00	0.00	6.00	0.00	6.00	0.00	0.00	0.00
Office Associate IV	5.00	0.00	4.00	0.00	4.00	0.00	4.00	0.00	0.00	0.00
Office Associate V Permit Clerk II	3.00 1.00	0.00 0.00	3.00 0.00	0.00 0.00	3.00 0.00	0.00	3.00 0.00	0.00 0.00	0.00	0.00 0.00
Permit Clerk II Permit Clerk I	16.00	0.00	20.00	0.00	20.00	0.00	20.00	0.00	0.00	0.00
Permit Ombudsman	0.00	0.00	0.00	0.00	0.00	0.00	0.67	0.00	0.67	0.00
Plumbing Inspector	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Quality Assurance Coordinator	1.00	0.00	1.00	0.00	1.00	0.00	1.00	0.00	0.00	0.00
Quality Assurance Supervisor	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Receptionist	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Senior Building Code Compliance Officer	0.00	0.00	1.00	0.00	1.00	0.00	1.00	0.00	0.00	0.00
Senior Mechanical Inspector	3.00	0.00	3.00	0.00	3.00	0.00	3.00	0.00	0.00	0.00
Senior Electrical Inspector	4.00	0.00	4.00	0.00	4.00	0.00	4.00	0.00	0.00	0.00
Senior Plumbing Inspector	5.00	0.00	5.00	0.00	5.00	0.00	5.00	0.00	0.00	0.00
Senior Building Inspector	12.00	0.00	13.00	0.00	13.00	0.00	13.00	0.00	0.00	0.00
Senior Systems Analyst Special Projects Coordinator	1.00 3.00	0.00 0.00	1.00 2.00	0.00 0.00	1.00 2.00	0.00 0.00	1.00 2.00	0.00 0.00	0.00	0.00 0.00
Division Total	84.04	+ 0.00 PT		+ 0.00 PT		+ 0.00 PT	89.23	+ 0.00 PT		+ 0.00 PT
DEPARTMENT TOTAL										
		+ 0.00 P1	88.04	+ 0.00 PT	88.44	+ 0.00 PT	89.23	+ 0.00 P1	0.79	+ 0.00 PT
	1	+ 0.00 PI	88.04	+ 0.00 PI	88.44	+ 0.00 PT	89.23	+ 0.00 P1	0.79	+ 0.00 PT
CODE COMPLIANCE		+ 0.00 PI	88.04	+ 0.00 PI	88.44	+ 0.00 PT	89.23	+ 0.00 P1	0.79	+ 0.00 PT
General Fund										
General Fund Code Compliance Department Director	1.00	0.00	1.00	0.00	1.00	0.00	1.00	0.00	0.00	0.00
General Fund Code Compliance Department Director Code Compliance Assistant Director	1.00	0.00 0.00	1.00	0.00 0.00	1.00 1.00	0.00 0.00	1.00	0.00 0.00	0.00	0.00 0.00
General Fund Code Compliance Department Director Code Compliance Assistant Director Administrative Services Manager	1.00 1.00 1.00	0.00 0.00 0.00	1.00 1.00 1.00	0.00 0.00 0.00	1.00 1.00 1.00	0.00 0.00 0.00	1.00 1.00 1.00	0.00 0.00 0.00	0.00 0.00 0.00	0.00 0.00 0.00
General Fund Code Compliance Department Director Code Compliance Assistant Director Administrative Services Manager Code Compliance Business Manager	1.00	0.00 0.00	1.00	0.00 0.00	1.00 1.00	0.00 0.00	1.00 1.00 1.00 1.00	0.00 0.00	0.00	0.00 0.00
General Fund Code Compliance Department Director Code Compliance Assistant Director Administrative Services Manager	1.00 1.00 1.00 0.00	0.00 0.00 0.00 0.00	1.00 1.00 1.00 1.00	0.00 0.00 0.00 0.00	1.00 1.00 1.00 1.00	0.00 0.00 0.00 0.00	1.00 1.00 1.00	0.00 0.00 0.00 0.00	0.00 0.00 0.00 0.00	0.00 0.00 0.00 0.00
General Fund Code Compliance Department Director Code Compliance Assistant Director Administrative Services Manager Code Compliance Business Manager Code Compliance Records Supervisor	1.00 1.00 1.00 0.00 1.00	0.00 0.00 0.00 0.00 0.00	1.00 1.00 1.00 1.00 1.00	0.00 0.00 0.00 0.00 0.00	1.00 1.00 1.00 1.00 1.00	0.00 0.00 0.00 0.00 0.00	1.00 1.00 1.00 1.00 1.00	0.00 0.00 0.00 0.00 0.00	0.00 0.00 0.00 0.00 0.00	0.00 0.00 0.00 0.00 0.00
General Fund Code Compliance Department Director Code Compliance Assistant Director Administrative Services Manager Code Compliance Business Manager Code Compliance Records Supervisor Code Compliance Manager Code Compliance Officer I and II Code Compliance Administrator	1.00 1.00 1.00 0.00 1.00 28.00 6.00	0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.0	1.00 1.00 1.00 1.00 1.00 1.00 28.00 6.00	0.00 0.00 0.00 0.00 0.00 0.00 0.00	1.00 1.00 1.00 1.00 1.00 1.00 28.00 6.00	0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.0	1.00 1.00 1.00 1.00 1.00 1.00 28.00 6.00	0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.0	0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.0	0.00 0.00 0.00 0.00 0.00 0.00 0.00
General Fund Code Compliance Department Director Code Compliance Assistant Director Administrative Services Manager Code Compliance Business Manager Code Compliance Records Supervisor Code Compliance Manager Code Compliance Manager Code Compliance Officer I and II Code Compliance Administrator Engineering Inspector	1.00 1.00 1.00 0.00 1.00 1.00 28.00 6.00 0.00	0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.0	1.00 1.00 1.00 1.00 1.00 1.00 28.00 6.00 0.00	0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.0	1.00 1.00 1.00 1.00 1.00 1.00 28.00 6.00 0.00	0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.0	1.00 1.00 1.00 1.00 1.00 1.00 28.00 6.00 0.00	0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.0	0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.0	0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.0
General Fund Code Compliance Department Director Code Compliance Assistant Director Administrative Services Manager Code Compliance Business Manager Code Compliance Business Manager Code Compliance Records Supervisor Code Compliance Manager Code Compliance Officer I and II Code Compliance Administrator Engineering Inspector Community Resource Coord	1.00 1.00 0.00 1.00 1.00 28.00 6.00 0.00	0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.0	1.00 1.00 1.00 1.00 1.00 1.00 28.00 6.00 0.00	0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.0	1.00 1.00 1.00 1.00 1.00 1.00 28.00 6.00 0.00	0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.0	1.00 1.00 1.00 1.00 1.00 1.00 28.00 6.00 0.00	0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.0	0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.0	0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.0
General Fund Code Compliance Department Director Code Compliance Assistant Director Administrative Services Manager Code Compliance Business Manager Code Compliance Records Supervisor Code Compliance Records Supervisor Code Compliance Officer I and II Code Compliance Administrator Engineering Inspector Community Resource Coord Customer Service Manager	1.00 1.00 1.00 0.00 1.00 1.00 28.00 6.00 0.00 0.00	0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.0	1.00 1.00 1.00 1.00 1.00 1.00 28.00 6.00 0.00 0.00	0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.0	1.00 1.00 1.00 1.00 1.00 1.00 1.00 28.00 6.00 0.00 0.00	0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.0	1.00 1.00 1.00 1.00 1.00 1.00 28.00 6.00 0.00 0.00	0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.0	0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.0	0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.0
General Fund Code Compliance Department Director Code Compliance Assistant Director Administrative Services Manager Code Compliance Business Manager Code Compliance Business Manager Code Compliance Records Supervisor Code Compliance Officer I and II Code Compliance Officer I and II Code Compliance Officer I conditions Engineering Inspector Community Resource Coord Customer Service Manager Office Associate III	1.00 1.00 0.00 1.00 1.00 1.00 28.00 6.00 0.00 0.00 0.00	0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.0	1.00 1.00 1.00 1.00 1.00 1.00 28.00 6.00 0.00 0.00 0.00	0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.0	1.00 1.00 1.00 1.00 1.00 1.00 28.00 6.00 0.00 0.00 0.00	0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.0	1.00 1.00 1.00 1.00 1.00 1.00 28.00 6.00 0.00 0.00 0.00	0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.0	0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.0	0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.0
General Fund Code Compliance Department Director Code Compliance Assistant Director Administrative Services Manager Code Compliance Business Manager Code Compliance Rescords Supervisor Code Compliance Manager Code Compliance Officer I and II Code Compliance Administrator Engineering Inspector Community Resource Coord Customer Service Manager Office Associate III Office Associate IV	1.00 1.00 0.00 1.00 1.00 28.00 6.00 0.00 0.00 4.00	0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.0	1.00 1.00 1.00 1.00 1.00 1.00 28.00 6.00 0.00 0.00 0.00	0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.0	1.00 1.00 1.00 1.00 1.00 1.00 28.00 6.00 0.00 0.00 0.00	0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.0	1.00 1.00 1.00 1.00 1.00 1.00 28.00 6.00 0.00 0.00 0.00	0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.0	0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.0	0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.0
General Fund Code Compliance Department Director Code Compliance Assistant Director Administrative Services Manager Code Compliance Business Manager Code Compliance Business Manager Code Compliance Records Supervisor Code Compliance Officer I and II Code Compliance Officer I and II Code Compliance Officer I conditions Engineering Inspector Community Resource Coord Customer Service Manager Office Associate III	1.00 1.00 1.00 0.00 1.00 28.00 6.00 0.00 0.00 0.00 4.00 1.00 3.00	0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.0	1.00 1.00 1.00 1.00 1.00 1.00 28.00 6.00 0.00 0.00 0.00 1.00 4.00	0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.0	1.00 1.00 1.00 1.00 1.00 1.00 28.00 6.00 0.00 0.00 0.00 1.00 1.00	0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.0	1.00 1.00 1.00 1.00 1.00 1.00 1.00 28.00 6.00 0.00 0.00 1.00 1.00	0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.0	0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.0	0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.0
General Fund Code Compliance Department Director Code Compliance Assistant Director Administrative Services Manager Code Compliance Business Manager Code Compliance Records Supervisor Code Compliance Records Supervisor Code Compliance Officer I and II Code Compliance Officer I and II Code Compliance Administrator Engineering Inspector Community Resource Coord Customer Service Manager Office Associate III Office Associate V Subtotal - Fund Resort Tax Fund	1.00 1.00 0.00 1.00 0.00 1.00 28.00 6.00 0.00 0.00 4.00 1.00 3.00	0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.0	1.00 1.00 1.00 1.00 1.00 1.00 28.00 6.00 0.00 0.00 0.00 1.00 4.00	0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.0	1.00 1.00 1.00 1.00 1.00 1.00 28.00 6.00 0.00 0.00 0.00 1.00 1.00 1.00 5.00	0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.0	1.00 1.00 1.00 1.00 1.00 1.00 1.00 28.00 6.00 0.00 0.00 1.00 1.00 5.00	0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.0	0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.0	0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.0
General Fund Code Compliance Department Director Code Compliance Assistant Director Administrative Services Manager Code Compliance Business Manager Code Compliance Records Supervisor Code Compliance Records Supervisor Code Compliance Manager Code Compliance Officer I and II Code Compliance Administrator Engineering Inspector Community Resource Coord Customer Service Manager Office Associate III Office Associate V Office Associate V Resort Tax Fund Code Compliance Administrator	1.00 1.00 1.00 0.00 1.00 28.00 6.00 0.00 0.00 4.00 1.00 4.7.00	0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.0	1.00 1.00 1.00 1.00 1.00 1.00 28.00 6.00 0.00 0.00 1.00 1.00 1.00 1.00	0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.0	1.00 1.00 1.00 1.00 1.00 1.00 28.00 6.00 0.00 0.00 0.00 1.00 1.00 1.00 1	0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.0	1.00 1.00 1.00 1.00 1.00 1.00 28.00 6.00 0.00 0.00 0.00 1.00 5.00 47.00	0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.0	0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.0	0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00
General Fund Code Compliance Department Director Code Compliance Assistant Director Administrative Services Manager Code Compliance Business Manager Code Compliance Resident Supervisor Code Compliance Records Supervisor Code Compliance Officer I and II Code Compliance Officer I and II Code Compliance Administrator Engineering Inspector Community Resource Coord Customer Service Manager Office Associate III Office Associate IV Subtotal - Fund Resort Tax Fund Code Compliance Officer I and II Code Compliance Officer I and II	1.00 1.00 1.00 0.00 1.00 28.00 0.00 0.00 0.00 4.00 4.00 1.00 3.00 47.00	0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.0	1.00 1.00 1.00 1.00 1.00 1.00 28.00 0.00 0.00 0.00 1.00 4.00 1.00	0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.0	1.00 1.00 1.00 1.00 1.00 1.00 1.00 28.00 6.00 0.00 0.00 0.00 1.00 5.00 47.00	0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.0	1.00 1.00 1.00 1.00 1.00 1.00 1.00 28.00 6.00 0.00 0.00 0.00 1.00 5.00 47.00	0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.0	0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.0	0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.0
General Fund Code Compliance Department Director Code Compliance Assistant Director Administrative Services Manager Code Compliance Business Manager Code Compliance Records Supervisor Code Compliance Manager Code Compliance Officer I and II Code Compliance Administrator Engineering Inspector Community Resource Coord Customer Service Manager Office Associate III Office Associate IV Subtotal - Fund Code Compliance Administrator Community Resource Coord Customer Service Manager Office Associate IV Subtotal - Fund Code Compliance Administrator Code Compliance Officer I and II Subtotal - Fund Subtotal - Fund	1.00 1.00 1.00 0.00 1.00 28.00 0.00 0.00 0.00 4.00 4.00 1.00 3.00 47.00	0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.0	1.00 1.00 1.00 1.00 1.00 1.00 28.00 0.00 0.00 0.00 1.00 4.00 1.00	0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.0	1.00 1.00 1.00 1.00 1.00 1.00 1.00 28.00 6.00 0.00 0.00 0.00 1.00 5.00 47.00	0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.0	1.00 1.00 1.00 1.00 1.00 1.00 1.00 28.00 6.00 0.00 0.00 0.00 1.00 1.00 5.00 47.00	0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.0	0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.0	0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00
General Fund Code Compliance Department Director Code Compliance Assistant Director Administrative Services Manager Code Compliance Business Manager Code Compliance Rescords Supervisor Code Compliance Records Supervisor Code Compliance Officer I and II Code Compliance Officer I and II Code Compliance Administrator Engineering Inspector Community Resource Coord Customer Service Manager Office Associate II Office Associate IV Subtotal - Fund Resort Tax Fund Code Compliance Administrator Code Compliance Officer I and II Subtotal - Fund Other Funds	1.00 1.00 1.00 0.00 1.00 1.00 28.00 6.00 0.00 0.00 4.00 47.00 1.00 4.00 5.00	0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.0	1.00 1.00 1.00 1.00 1.00 1.00 28.00 6.00 0.00 0.00 1.00 4.00 1.00 46.00	0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.0	1.00 1.00 1.00 1.00 1.00 1.00 1.00 28.00 6.00 0.00 0.00 0.00 1.00 5.00 47.00	0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.0	1.00 1.00 1.00 1.00 1.00 1.00 1.00 28.00 6.00 0.00 0.00 1.00 1.00 47.00 13.00	0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.0	0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.0	0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.0
General Fund Code Compliance Department Director Code Compliance Assistant Director Administrative Services Manager Code Compliance Records Supervisor Code Compliance Records Supervisor Code Compliance Records Supervisor Code Compliance Officer I and II Code Compliance Officer I and II Code Compliance Administrator Engineering Inspector Community Resource Coord Customer Service Manager Office Associate III Office Associate IV Subtotal - Fund Resort Tax Fund Code Compliance Officer I and II Other Funds Subtotal - Fund Code Compliance Officer I and II	1.00 1.00 1.00 0.00 1.00 28.00 0.00 0.00 0.00 4.00 3.00 47.00	0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.0	1.00 1.00 1.00 1.00 1.00 1.00 28.00 0.00 0.00 0.00 1.00 4.00 4.00 1.00 1	0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.0	1.00 1.00 1.00 1.00 1.00 1.00 1.00 28.00 6.00 0.00 0.00 0.00 1.00 5.00 47.00	0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.0	1.00 1.00 1.00 1.00 1.00 1.00 1.00 28.00 6.00 0.00 0.00 0.00 1.00 1.00 5.00 47.00	0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.0	0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.0	0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.0
General Fund Code Compliance Department Director Code Compliance Assistant Director Administrative Services Manager Code Compliance Business Manager Code Compliance Rescords Supervisor Code Compliance Records Supervisor Code Compliance Officer I and II Code Compliance Officer I and II Code Compliance Administrator Engineering Inspector Community Resource Coord Customer Service Manager Office Associate II Office Associate IV Subtotal - Fund Resort Tax Fund Code Compliance Administrator Code Compliance Officer I and II Subtotal - Fund Other Funds	1.00 1.00 1.00 0.00 1.00 1.00 28.00 6.00 0.00 0.00 4.00 47.00 1.00 4.00 5.00	0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.0	1.00 1.00 1.00 1.00 1.00 1.00 28.00 6.00 0.00 0.00 1.00 4.00 1.00 46.00	0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.0	1.00 1.00 1.00 1.00 1.00 1.00 1.00 28.00 6.00 0.00 0.00 0.00 1.00 5.00 47.00	0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.0	1.00 1.00 1.00 1.00 1.00 1.00 1.00 28.00 6.00 0.00 0.00 1.00 1.00 47.00 13.00	0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.0	0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.0	0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.0
General Fund Code Compliance Department Director Code Compliance Assistant Director Administrative Services Manager Code Compliance Records Supervisor Code Compliance Records Supervisor Code Compliance Records Supervisor Code Compliance Officer I and II Code Compliance Officer I and II Code Compliance Code Compliance Code Customer Service Manager Office Associate III Office Associate III Office Associate IV Subtotal - Fund Code Compliance Officer I and II Soutotal - Fund Code Compliance Officer I and II Sanitation-Code Compliance Off I and II Sanitation-Code Compliance Off I and II RDA - Code Compliance Off I and II RDA - Code Compliance Off I and II Subtotal - Fund	1.00 1.00 1.00 0.00 1.00 28.00 0.00 0.00 0.00 4.00 1.00 3.00 47.00 1.00 4.00 5.00	0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.0	1.00 1.00 1.00 1.00 1.00 1.00 28.00 6.00 0.00 0.00 1.00 4.00 46.00 1.00 13.00 14.00	0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.0	1.00 1.00 1.00 1.00 1.00 1.00 1.00 28.00 6.00 0.00 0.00 0.00 1.00 1.00 5.00 47.00	0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.0	1.00 1.00 1.00 1.00 1.00 1.00 1.00 28.00 6.00 0.00 0.00 1.00 1.00 5.00 47.00 14.00	0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.0	0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.0	0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.0
General Fund Code Compliance Department Director Code Compliance Assistant Director Administrative Services Manager Code Compliance Business Manager Code Compliance Rescords Supervisor Code Compliance Records Supervisor Code Compliance Officer I and II Code Compliance Officer I and II Code Compliance Officer I and II Code Compliance Cord Customer Service Manager Office Associate IV Office Associate IV Subtotal - Fund Code Compliance Officer I and II Subtotal - Fund Code Compliance Off I and II RDA - Code Compliance Off I and II	1.00 1.00 1.00 0.00 1.00 28.00 0.00 0.00 0.00 4.00 1.00 3.00 47.00 1.00 4.00 1.00 2.00 2.00 2.00	0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.0	1.00 1.00 1.00 1.00 1.00 1.00 28.00 6.00 0.00 0.00 1.00 4.00 46.00 1.00 13.00 14.00	0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.0	1.00 1.00 1.00 1.00 1.00 1.00 1.00 28.00 6.00 0.00 0.00 0.00 1.00 1.00 5.00 47.00	0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.0	1.00 1.00 1.00 1.00 1.00 1.00 1.00 28.00 6.00 0.00 0.00 1.00 1.00 5.00 47.00 14.00	0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.0	0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.0	0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.0
General Fund Code Compliance Department Director Code Compliance Assistant Director Administrative Services Manager Code Compliance Business Manager Code Compliance Records Supervisor Code Compliance Records Supervisor Code Compliance Officer I and II Code Compliance Officer I and II Code Compliance Administrator Engineering Inspector Community Resource Coord Customer Service Manager Office Associate III Office Associate IV Subtotal - Fund Code Compliance Administrator Code Compliance Officer I and II Subtotal - Fund Coher Funds COBG-Code Compliance Off I and II Sanitation-Code Compliance Off I and II RDA - Code Compliance Off I and II RDA - Code Compliance Off I and II RDA - Code Compliance Off I and II Subtotal - Fund	1.00 1.00 1.00 0.00 1.00 28.00 0.00 0.00 0.00 4.00 1.00 3.00 47.00 1.00 4.00 5.00	0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.0	1.00 1.00 1.00 1.00 1.00 1.00 28.00 6.00 0.00 0.00 1.00 4.00 46.00 1.00 13.00 14.00	0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.0	1.00 1.00 1.00 1.00 1.00 1.00 1.00 28.00 6.00 0.00 0.00 0.00 1.00 1.00 5.00 47.00	0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.0	1.00 1.00 1.00 1.00 1.00 1.00 1.00 28.00 6.00 0.00 0.00 1.00 1.00 5.00 47.00 14.00	0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.0	0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.0	0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.0
General Fund Code Compliance Department Director Code Compliance Assistant Director Administrative Services Manager Code Compliance Records Supervisor Code Compliance Records Supervisor Code Compliance Records Supervisor Code Compliance Officer I and II Code Compliance Administrator Engineering Inspector Community Resource Coord Customer Service Manager Office Associate III Office Associate IV Subtotal - Fund Resort Tax Fund Code Compliance Administrator Code Compliance Officer I and II Subtotal - Fund Other Funds CDBG-Code Compliance Off I and II Sanitation-Code Compliance Off I and II Subtotal - Fund DEPARTMENT TOTAL	1.00 1.00 1.00 0.00 1.00 28.00 0.00 0.00 0.00 4.00 1.00 3.00 47.00 1.00 4.00 5.00	0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.0	1.00 1.00 1.00 1.00 1.00 1.00 28.00 6.00 0.00 0.00 1.00 4.00 46.00 1.00 13.00 14.00	0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.0	1.00 1.00 1.00 1.00 1.00 1.00 1.00 28.00 6.00 0.00 0.00 0.00 1.00 1.00 5.00 47.00	0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.0	1.00 1.00 1.00 1.00 1.00 1.00 1.00 28.00 6.00 0.00 0.00 1.00 1.00 5.00 47.00 14.00	0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.0	0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.0	0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.0
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Senior Capital Projects Coord. 1.00	Housing & Comm Services Director Assistant Housing Director Controller Financial Analyst I Office Associate V	0.00 0.70 0.00 0.00	0.0 0.0 0.0 0.0	0 0 0 0	0.30 0.00 0.00 0.80	0 0 0	0.00 0.00 0.00 0.00	0.30 0.00 0.00 0.80		0.00 0.00 0.00 0.00		0.30 0.00 0.00 1.00		0.00 0.00 0.00 0.00		0.00 0.00 0.00 0.20		0.00 0.00 0.00 0.00	
HOME SPIP Project Coordinator 0,00 0,	Housing & Comm Services Director Assistant Housing Director Controller Financial Analyst I Office Associate V Office Associate III	0.00 0.70 0.00 0.00 0.00	0.0 0.0 0.0 0.0 0.0	0 0 0 0 0	0.30 0.00 0.00 0.80 0.00	0 0 0 0	0.00 0.00 0.00 0.00 0.00	0.30 0.00 0.00 0.80 0.00		0.00 0.00 0.00 0.00 0.00		0.30 0.00 0.00 1.00 0.00		0.00 0.00 0.00 0.00 0.00		0.00 0.00 0.00 0.20 0.00		0.00 0.00 0.00 0.00 0.00	
Momers M	Housing & Comm Services Director Assistant Housing Director Controller Financial Analyst I Office Associate V Office Associate III Community Development Block Grant Projects Coordinator	0.00 0.70 0.00 0.00 0.00 0.00	0.0 0.0 0.0 0.0 0.0	0 0 0 0 0 0	0.30 0.00 0.00 0.80 0.00 0.15	0 0 0 0	0.00 0.00 0.00 0.00 0.00 0.00	0.30 0.00 0.00 0.80 0.00 0.15		0.00 0.00 0.00 0.00 0.00 0.00		0.30 0.00 0.00 1.00 0.00 0.40		0.00 0.00 0.00 0.00 0.00 0.00		0.00 0.00 0.00 0.20 0.00 0.25		0.00 0.00 0.00 0.00 0.00 0.00	
HOMELESS SERVICES	Housing & Comm Services Director Assistant Housing Director Controller Financial Analyst I Office Associate V Office Associate III Community Development Block Grant Projects Coordinator Senior Capital Projects Coord.	0.00 0.70 0.00 0.00 0.00 0.00 1.00	0.0 0.0 0.0 0.0 0.0 0.0 0.0	0 0 0 0 0 0 0	0.30 0.00 0.00 0.80 0.00 0.15 0.75	0 0 0 0 0	0.00 0.00 0.00 0.00 0.00 0.00 0.00	0.30 0.00 0.00 0.80 0.00 0.15 0.75		0.00 0.00 0.00 0.00 0.00 0.00		0.30 0.00 0.00 1.00 0.00 0.40 0.75		0.00 0.00 0.00 0.00 0.00 0.00		0.00 0.00 0.00 0.20 0.00 0.25 0.00		0.00 0.00 0.00 0.00 0.00 0.00	
Case Worker	Housing & Comm Services Director Assistant Housing Director Controller Financial Analyst I Office Associate V Office Associate III Community Development Block Grant Projects Coordinator Senior Capital Projects Coord. HOME	0.00 0.70 0.00 0.00 0.00 0.00 1.00	0.0 0.0 0.0 0.0 0.0 0.0 0.0 0.0		0.30 0.00 0.00 0.80 0.00 0.15 0.75 0.00	0 0 0 0 0 0	0.00 0.00 0.00 0.00 0.00 0.00 0.00	0.30 0.00 0.00 0.80 0.00 0.15 0.75		0.00 0.00 0.00 0.00 0.00 0.00 0.00	PT	0.30 0.00 0.00 1.00 0.00 0.40 0.75 0.00		0.00 0.00 0.00 0.00 0.00 0.00 0.00	PT	0.00 0.00 0.00 0.20 0.00 0.25 0.00 0.00	+	0.00 0.00 0.00 0.00 0.00 0.00 0.00	PT
Housing & Comm Services Director 0.40	Housing & Comm Services Director Assistant Housing Director Controller Financial Analyst I Office Associate V Office Associate V Office Associate II Community Development Block Grant Projects Coordinator Senior Capital Projects Coord. HOME/ SHIP Project Coordinator Division Total	0.00 0.70 0.00 0.00 0.00 0.00 1.00	0.0 0.0 0.0 0.0 0.0 0.0 0.0 0.0		0.30 0.00 0.00 0.80 0.00 0.15 0.75 0.00	0 0 0 0 0 0	0.00 0.00 0.00 0.00 0.00 0.00 0.00	0.30 0.00 0.00 0.80 0.00 0.15 0.75	+	0.00 0.00 0.00 0.00 0.00 0.00 0.00	PT	0.30 0.00 0.00 1.00 0.00 0.40 0.75 0.00	+	0.00 0.00 0.00 0.00 0.00 0.00 0.00	PT	0.00 0.00 0.00 0.20 0.00 0.25 0.00 0.00	+	0.00 0.00 0.00 0.00 0.00 0.00 0.00	PT
Assistant Housing Director 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.	Housing & Comm Services Director Assistant Housing Director Controller Financial Analyst Office Associate V Office Associate III Community Development Block Grant Projects Coordinator Senior Capital Projects Coord. HOME/ SHIP Project Coordinator Division Total HOMELESS SERVICES	0.00 0.70 0.00 0.00 0.00 0.00 1.00	0.0 0.0 0.0 0.0 0.0 0.0 0.0 0.0		0.30 0.00 0.00 0.80 0.00 0.15 0.75 0.00	0 0 0 0 0 0	0.00 0.00 0.00 0.00 0.00 0.00 0.00	0.30 0.00 0.00 0.80 0.00 0.15 0.75	+	0.00 0.00 0.00 0.00 0.00 0.00 0.00	PT	0.30 0.00 0.00 1.00 0.00 0.40 0.75 0.00	+	0.00 0.00 0.00 0.00 0.00 0.00 0.00	PT	0.00 0.00 0.00 0.20 0.00 0.25 0.00 0.00	+	0.00 0.00 0.00 0.00 0.00 0.00 0.00	PT
Controller	Housing & Comm Services Director Assistant Housing Director Controller Financial Analyst I Office Associate V Office Associate III Community Development Block Grant Projects Coordinator Senior Capital Projects Coord. HOME/ SHIP Project Coordinator Division Total HOMELESS SERVICES General Fund	0.00 0.70 0.00 0.00 0.00 0.00 1.00 0.00 2.20	0.0 0.0 0.0 0.0 0.0 0.0 0.0 0.0 0.0 0.0	O O O O O O O O O O O O O O O O O O O	0.30 0.00 0.00 0.80 0.00 0.15 0.75 0.00 2.25	000000000000000000000000000000000000000	0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.0	0.30 0.00 0.00 0.80 0.00 0.15 0.75 0.00 2.25	+	0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.0	PT	0.30 0.00 0.00 1.00 0.00 0.40 0.75 0.00 2.70	+	0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.0	PT	0.00 0.00 0.00 0.20 0.00 0.25 0.00 0.00	+	0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.0	PT
Clent Services Specialis	Housing & Comm Services Director Assistant Housing Director Controller Financial Analyst Office Associate V Office Associate III Community Development Block Grant Projects Coordinator Senior Capital Projects Coord. HOME/ SHIP Project Coordinator Division Total HOMELESS SERVICES General Fund Case Worker II Housing & Comm Services Director	0.00 0.70 0.00 0.00 0.00 0.00 1.00 0.00 2.20	0.0 0.0 0.0 0.0 0.0 0.0 0.0 0.0 + 0.0	O O O O O O O O O O O O O O O O O O O	0.30 0.00 0.00 0.80 0.00 0.15 0.75 0.00 2.25	0 0 0 0 0 0 0 0 0 0	0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.0	0.30 0.00 0.00 0.80 0.00 0.15 0.75 0.00 2.25	+	0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.0	PT	0.30 0.00 0.00 1.00 0.00 0.40 0.75 0.00 2.70	+	0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.0	PT	0.00 0.00 0.00 0.20 0.00 0.25 0.00 0.00	+	0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.0	PT
Financial Analysis	Housing & Comm Services Director Assistant Housing Director Controller Financial Analyst Office Associate V Office Associate V Office Associate III Community Development Block Grant Projects Coordinator Senior Capital Projects Coord. HOME/ SHIP Project Coordinator HOMELESS SERVICES General Fund Case Worker II Housing & Comm Services Director Assistant Housing Director	0.00 0.70 0.00 0.00 0.00 1.00 0.00 2.20	0.0 0.0 0.0 0.0 0.0 0.0 0.0 0.0 + 0.0	O O O O O O O O O O O O O O O O O O O	0.30 0.00 0.00 0.80 0.00 0.15 0.75 0.00 2.25	+ 0	0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.0	0.30 0.00 0.00 0.80 0.00 0.15 0.75 0.00 2.25 3.40 0.40 0.20	+	0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.0	PT	0.30 0.00 0.00 1.00 0.00 0.40 0.75 0.00 2.70 7.40 0.40 0.20	+	0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.0	PT	0.00 0.00 0.00 0.20 0.00 0.25 0.00 0.45 4.00 0.00	+	0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.0	PT
Homeless Outreach Specials	Housing & Comm Services Director Assistant Housing Director Controller Financial Analyst I Office Associate V Office Associate W Office Associate III Community Development Block Grant Projects Coordinator Senior Capital Projects Coord. HOME/ SHIP Project Coordinator HOMELESS SERVICES General Fund Case Worker II Housing & Comm Services Director Assistant Housing Director Controller	0.00 0.70 0.00 0.00 0.00 0.00 1.00 0.00 2.20 3.40 0.40 0.00	0.0 0.0 0.0 0.0 0.0 0.0 0.0 + 0.0 2.0 0.0 0.0	O O O O O O O O O O O O O O O O O O O	0.30 0.00 0.00 0.80 0.00 0.15 0.75 0.00 2.25	0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 PT	0.30 0.00 0.00 0.80 0.00 0.15 0.75 0.00 2.25	+	0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.0	PT	0.30 0.00 0.00 1.00 0.40 0.75 0.00 2.70 7.40 0.40 0.20 0.00	+	0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.0	PT	0.00 0.00 0.00 0.20 0.00 0.25 0.00 0.00	+	0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.0	PT
Office Associate V Office Associ	Housing & Comm Services Director Assistant Housing Director Controller Financial Analyst 1 Office Associate V Office Associate II Community Development Block Grant Projects Coordinator Senior Capital Projects Coord. HOME/ SHIP Project Coordinator Division Total HOMELESS SERVICES General Fund Case Worker II Housing & Comm Services Director Assistant Housing Director Controller Client Services Specialist	0.00 0.70 0.00 0.00 0.00 0.00 1.00 0.00 2.20 3.40 0.40 0.00 0.00	0.0 0.0 0.0 0.0 0.0 0.0 0.0 0.0 + 0.0 2.0 0.0 0.0 0.0	O O O O O O O O O O O O O O O O O O O	0.30 0.00 0.00 0.80 0.00 0.15 0.75 0.00 2.25 3.40 0.40 0.20 0.00 0.40	0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 PT	0.30 0.00 0.00 0.80 0.00 0.15 0.75 0.00 2.25 3.40 0.40 0.20 0.00 0.40	+	0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.0	PT	0.30 0.00 0.00 1.00 0.40 0.75 0.00 2.70 7.40 0.40 0.20 0.00 1.00	+	0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.0	PT	0.00 0.00 0.00 0.20 0.00 0.25 0.00 0.45 4.00 0.00 0.00	+	0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.0	PT
Office Associate III	Housing & Comm Services Director Assistant Housing Director Controller Financial Analyst Office Associate V Office Associate W Office Associate III Community Development Block Grant Projects Coordinator Senior Capital Projects Coord. HOME/ SHIP Project Coordinator Division Total HOMELESS SERVICES General Fund Case Worker II Housing & Comm Services Director Assistant Housing Director Controller Client Services Specialist Financial Analyst I	0.00 0.70 0.00 0.00 0.00 1.00 0.00 2.20 3.40 0.40 0.00 0.00 0.00	0.0 0.0 0.0 0.0 0.0 0.0 0.0 0.0 + 0.0 2.0 0.0 0.0 0.0 0.0	O O O O O O O O O O O O O O O O O O O	0.30 0.00 0.00 0.80 0.00 0.15 0.75 0.00 2.25	0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.0	0.30 0.00 0.00 0.80 0.00 0.15 0.75 0.00 2.25	+	0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.0	PT	0.30 0.00 0.00 1.00 0.00 0.40 0.75 0.00 2.70 7.40 0.40 0.20 0.00	+	0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.0	PT	0.00 0.00 0.00 0.20 0.00 0.25 0.00 0.45 4.00 0.00 0.00 0.00	+	0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.0	PT
Case Worker Assistant	Housing & Comm Services Director Assistant Housing Director Controller Financial Analyst Office Associate V Office Associate III Community Development Block Grant Projects Coordinator Senior Capital Projects Coord. HOME/ SHIP Project Coordinator Division Total HOMELESS SERVICES General Fund Case Worker II Housing & Comm Services Director Assistant Housing Director Controller Client Services Specialist Financial Analyst Homeless Outreach Specialist	0.00 0.70 0.00 0.00 0.00 1.00 0.00 2.20 3.40 0.40 0.00 0.00 0.40 0.00 0.00	0.0 0.0 0.0 0.0 0.0 0.0 0.0 0.0 0.0 0.0	0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	0.30 0.00 0.00 0.80 0.00 0.15 0.75 0.00 2.25 3.40 0.40 0.20 0.00 0.40 0.00	0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.0	0.30 0.00 0.00 0.80 0.00 0.15 0.75 0.00 2.25 3.40 0.40 0.20 0.00 0.40 0.00	+	0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.0	PT	7.40 0.00 0.00 0.00 0.00 0.40 0.75 0.00 2.70 7.40 0.40 0.20 0.00 1.00 0.40	+	0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.0	PT	0.00 0.00 0.00 0.20 0.00 0.25 0.00 0.45 4.00 0.00 0.00 0.00 0.00 0.0	+	0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.0	PT
Homeless Program Coordinator 1.00	Housing & Comm Services Director Assistant Housing Director Controller Financial Analyst Office Associate V Office Associate V Office Associate II Community Development Block Grant Projects Coordinator Senior Capital Projects Coord. HOME/ SHIP Project Coordinator Division Total	0.00 0.70 0.00 0.00 0.00 0.00 1.00 0.00 2.20 3.40 0.40 0.00 0.00 0.00 1.00 0.00	0.0 0.0 0.0 0.0 0.0 0.0 0.0 0.0 0.0 0.0	0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	0.30 0.00 0.80 0.00 0.15 0.75 0.00 2.25 3.40 0.40 0.20 0.00 1.00 0.80	0 C C C C C C C C C C C C C C C C C C C	0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.0	0.30 0.00 0.80 0.00 0.15 0.75 0.00 2.25 3.40 0.40 0.20 0.00 1.00 0.80	+	0.00 0.00	PT	0.30 0.00 0.00 1.00 0.00 0.40 0.75 0.00 2.70 7.40 0.40 0.20 1.00 0.00 1.00 0.40 0.50	+	0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.0	PT	0.00 0.00 0.00 0.20 0.00 0.25 0.00 0.45 4.00 0.00 0.00 0.60 0.00 0.60 0.00 0.60 0.00	+	0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.0	PT
RESIDENTIAL HOUSING Program RESI	Housing & Comm Services Director Assistant Housing Director Controller Financial Analyst I Office Associate V Office Associate II Community Development Block Grant Projects Coordinator Senior Capital Projects Coord. HOME/ SHIP Project Coordinator HOME/ SHIP Project Coordinator Division Total HOMELESS SERVICES General Fund Case Worker II Housing & Comm Services Director Assistant Housing Director Controller Client Services Specialist Financial Analyst I Homeless Outreach Specialist Office Associate II Office Associate II Office Associate II	0.00 0.70 0.00 0.00 0.00 0.00 1.00 0.00 2.20 3.40 0.40 0.00 0.00 0.00 0.00 0.00	0.0 0.0 0.0 0.0 0.0 0.0 0.0 0.0 0.0 0.0	0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	0.30 0.00 0.80 0.00 0.15 0.75 0.00 2.25 3.40 0.40 0.20 0.00 1.00 0.80	+ 0	0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.0	0.30 0.00 0.00 0.80 0.00 0.15 0.75 0.00 2.25 3.40 0.40 0.20 0.00 1.00 0.80	+	0.00 0.00	PT	0.30 0.00 1.00 0.00 0.40 0.75 0.00 2.70 7.40 0.40 0.20 0.00 0.40 0.50 0.40 0.50 0.00	+	0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.0	PT	0.00 0.00 0.00 0.20 0.00 0.25 0.00 0.45 4.00 0.00 0.00 0.00 0.00 0.0	+	0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.0	PT
RESIDENTIAL HOUSING Program	Housing & Comm Services Director Assistant Housing Director Controller Financial Analyst Office Associate V Office Associate III Community Development Block Grant Projects Coordinator Senior Capital Projects Coord. HOME/ SHIP Project Coordinator Division Total HOMELESS SERVICES General Fund Case Worker II Housing & Comm Services Director Assistant Housing Director Controller Client Services Specialist Financial Analyst Homeless Outreach Specialist Office Associate V Office Associate III Case Worker Assistant	3.40 0.00 0.00 0.00 0.00 0.00 0.00 2.20 3.40 0.40 0.00 0.00 0.00 0.00 0.00 0.0	0.0 0.0 0.0 0.0 0.0 0.0 0.0 0.0 0.0 0.0	0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	0.30 0.00 0.80 0.00 0.15 0.75 0.00 2.25 3.40 0.40 0.20 0.40 0.00 0.80 0.00 0.80 0.00	+ 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.0	0.30 0.00 0.80 0.00 0.15 0.75 0.00 2.25 3.40 0.40 0.20 0.40 0.00 0.40 0.00 0.80 0.00	+	0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.0	РТ	0.30 0.00 1.00 0.00 1.00 0.40 0.75 0.00 2.70 7.40 0.40 0.20 1.00 0.00 1.00 0.00	+	0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.0	PT	0.00 0.00 0.00 0.20 0.00 0.25 0.00 0.00	+	0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.0	РТ
HOME/SHIP Project Coordinator 0.10	Housing & Comm Services Director Assistant Housing Director Controller Financial Analyst I Office Associate V Office Associate W Office Associate III Community Development Block Grant Projects Coordinator Senior Capital Projects Coord. HOME/ SHIP Project Coordinator HOMELESS SERVICES General Fund Case Worker II Housing & Comm Services Director Assistant Housing Director Controller Client Services Specialist Financial Analyst I Homeless Outreach Specialist Office Associate III Case Worker Assistant Homeless Program Coordinator Division Total	3.40 0.00 0.00 0.00 0.00 1.00 0.00 2.20 3.40 0.40 0.00 0.00 0.00 0.00 0.00 0.0	0.0 0.0 0.0 0.0 0.0 0.0 0.0 0.0 0.0 0.0	0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	3.40 0.20 0.20 0.80 0.00 0.15 0.75 0.00 2.25 3.40 0.40 0.20 0.00 0.40 0.80 0.80 0.00	+ C	0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.0	0.30 0.00 0.00 0.80 0.00 0.15 0.75 0.00 2.25 3.40 0.40 0.20 0.00 1.00 0.80 0.00	+	0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.0		0.30 0.00 1.00 0.00 1.00 0.75 0.00 2.70 7.40 0.40 0.20 0.00 0.00 0.40 0.50 0.00		0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.0		0.00 0.00 0.00 0.20 0.00 0.25 0.00 0.00		0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.0	PT PT PT PT PT
Residential Cleaner	Housing & Comm Services Director Assistant Housing Director Controller Financial Analyst Office Associate V Office Associate W Office Associate III Community Development Block Grant Projects Coordinator Senior Capital Projects Coord. HOME/ SHIP Project Coordinator HOMELESS SERVICES General Fund Case Worker II Housing & Comm Services Director Assistant Housing Director Controller Client Services Specialist Financial Analyst I Homeless Outreach Specialist Office Associate V Office Associate V Office Associate V Office Associate III Case Worker Assistant Homeless Program Coordinator Division Total RESIDENTIAL HOUSING Program	3.40 0.00 0.00 0.00 0.00 1.00 0.00 2.20 3.40 0.40 0.00 0.00 0.00 0.00 0.00 0.0	0.0 0.0 0.0 0.0 0.0 0.0 0.0 0.0 0.0 0.0	0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	3.40 0.20 0.20 0.80 0.00 0.15 0.75 0.00 2.25 3.40 0.40 0.20 0.00 0.40 0.80 0.80 0.00	+ C	0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.0	0.30 0.00 0.00 0.80 0.00 0.15 0.75 0.00 2.25 3.40 0.40 0.20 0.00 1.00 0.80 0.00	+	0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.0		0.30 0.00 1.00 0.00 1.00 0.75 0.00 2.70 7.40 0.40 0.20 0.00 0.00 0.40 0.50 0.00		0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.0		0.00 0.00 0.00 0.20 0.00 0.25 0.00 0.00		0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.0	
Office Associate I	Housing & Comm Services Director Assistant Housing Director Controller Financial Analyst I Office Associate V Office Associate W Community Development Block Grant Projects Coordinator Senior Capital Projects Coord. HOME/ SHIP Project Coordinator HOMELESS SERVICES General Fund Case Worker II Housing & Comm Services Director Assistant Housing Director Controller Client Services Specialist Financial Analyst I Homeless Outreach Specialist Office Associate V Office Associate II Case Worker Assistant Homeless Program Coordinator RESIDENTIAL HOUSING Program Special Revenue Fund	0.00 0.70 0.00 0.00 0.00 1.00 0.00 1.00 2.20 3.40 0.40 0.00 0.40 0.00 0.00 0.00 1.00 0.00 0	0.0 0.0 0.0 0.0 0.0 0.0 0.0 0.0 0.0 0.0	0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	0.30 0.00 0.80 0.00 0.15 0.75 0.00 2.25 3.40 0.20 0.40 0.20 0.40 0.00 0.40 0.00 0.0	+ C	0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.0	0.30 0.00 0.80 0.00 0.15 0.75 0.00 2.25 3.40 0.40 0.20 0.40 0.00 0.40 0.00 0.00 0	+	0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.0		7.40 0.00 0.00 2.70 7.40 0.00 0.00 0.00 0.00 0.00 0.00 0		0.00 0.00		0.00 0.00 0.00 0.20 0.00 0.25 0.00 0.45 4.00 0.00 0.00 0.00 0.00 0.0		0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.0	
Senior Capital Projects Coord. 0.00 0.00 0.25 0.00 0.25 0.00 0.25 0.00 0.25 0.00 0.	Housing & Comm Services Director Assistant Housing Director Controller Financial Analyst Office Associate V Office Associate W Office Associate III Community Development Block Grant Projects Coordinator Senior Capital Projects Coord. HOME/ Still's Project Coordinator Division Total HOMELESS SERVICES General Fund Case Worker II Housing & Comm Services Director Assistant Housing Director Controller Client Services Specialist Financial Analyst I Homeless Outreach Specialist Office Associate III Case Worker Assistant Homeless Program Coordinator Division Total RESIDENTIAL HOUSING Program Special Revenue Fund HOME/ Still's Project Coordinator	0.00 0.70 0.00 0.00 0.00 0.00 0.00 2.20 3.40 0.40 0.00 0.00 0.00 0.00 0.00 0.0	0.0 0.0 0.0 0.0 0.0 0.0 0.0 0.0 0.0 0.0	O O O O O O O O O O O O O O O O O O O	0.30 0.00 0.80 0.00 0.15 0.75 0.00 2.25 3.40 0.20 0.00 1.00 0.80 0.00 1.00	1 1 C C C C C C C C C C C C C C C C C C	0.000 0.000	0.30 0.00 0.80 0.00 0.15 0.75 0.00 2.25 3.40 0.20 0.00 1.00 0.80 0.00 1.00 0.00 1.00 0.00	+	0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.0		0.30 0.00 1.00 0.40 0.75 0.00 2.70 7.40 0.40 0.20 0.00 1.00 0.40 0.50 0.00 1.00 0.00 1.00 0.00		0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.0		0.00 0.00 0.00 0.20 0.25 0.00 0.45 4.00 0.00 0.00 0.60 0.00 0.60 0.00 0.00		0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.0	
Tenant Services Coordinator	Housing & Comm Services Director Assistant Housing Director Controller Financial Analyst Office Associate V Office Associate W Office Associate III Community Development Block Grant Projects Coordinator Senior Capital Projects Coord. HOME/ SHIP Project Coordinator Division Total	3.40 0.00 0.00 0.00 0.00 0.00 1.00 0.00 2.20 3.40 0.00 0.00 0.00 0.00 0.00 0.00 0.0	0.0 0.0 0.0 0.0 0.0 0.0 0.0 0.0 0.0 0.0	0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	0.30 0.00 0.80 0.00 0.15 0.75 0.00 2.25 3.40 0.40 0.20 0.00 1.00 7.20	0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.0	0.30 0.00 0.00 0.80 0.00 0.15 0.75 0.00 2.25 3.40 0.40 0.20 0.00 1.00 0.80 0.00 1.00 7.20	+	0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.0		7.40 0.20 0.00 1.00 0.40 0.75 0.00 2.70 7.40 0.40 0.20 0.00 0.00 0.50 0.00 1.00 1.00 1.00 1.0		0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.0		0.00 0.00 0.00 0.20 0.00 0.25 0.00 0.45 4.00 0.00 0.00 0.00 0.00 0.0		0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.0	
COMMUNITY DEVELOPMENT STATE COMMUNITY DEVELOPMENT COMMUNITY DE	Housing & Comm Services Director Assistant Housing Director Controller Financial Analyst I Office Associate V Office Associate II Community Development Block Grant Projects Coordinator Senior Capital Projects Coord. HOME/ SHIP Project Coordinator HOME/ SHIP Project Coordinator Division Total HOMELESS SERVICES General Fund Case Worker II Housing & Comm Services Director Assistant Housing Director Controller Client Services Specialist Financial Analyst I Homeless Outreach Specialist Financial Analyst I Homeless Outreach Specialist Office Associate III Case Worker Assistant Homeless Program Coordinator RESIDENTIAL HOUSING Program Special Revenue Fund HOME/ SHIP Project Coordinator Residential Cleaner Office Associate III Case Morker Nesidential Case Morker Septial Revenue Fund HOME/ SHIP Project Coordinator Residential Cleaner	0.00 0.70 0.00 0.00 0.00 0.00 1.00 0.00 2.20 3.40 0.40 0.00 0.40 0.00 0.00 0.00 0.0	0.0 0.0 0.0 0.0 0.0 0.0 0.0 0.0 0.0 0.0	0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	0.30 0.00 0.80 0.00 0.15 0.75 0.00 2.25 3.40 0.20 0.40 0.00 0.80 0.00 1.00 0.00 1.00 0.00	C C C C C C C C C C C C C C C C C C C	0.000 0.000	0.30 0.00 0.80 0.00 0.15 0.75 0.00 2.25 3.40 0.20 0.40 0.00 0.80 0.00 1.00 0.80 0.00 1.00 0.00 1.00 0.00	+	0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.0		0.30 0.00 1.00 0.40 0.75 0.00 2.70 7.40 0.20 0.00 1.00 0.40 0.50 0.00 1.00 0.10 0.10 1.00 0.10 1.00 1.00 0.10		0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.0		0.00 0.00 0.00 0.20 0.25 0.00 0.45 4.00 0.00 0.60 0.00 0.60 0.00 0.00 0.00		0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.0	
COMMUNITY DEVELOPMENT Special Revenue Fund Controller Controll	Housing & Comm Services Director Assistant Housing Director Controller Grinancial Analyst Office Associate V Office Associate W Office Associate III Community Development Block Grant Projects Coordinator Senior Capital Projects Coord. HOME/ SHIP Project Coordinator Division Total HOMELESS SERVICES General Fund Case Worker II Housing & Comm Services Director Assistant Housing Director Controller Client Services Specialist Financial Analyst I Homeless Outreach Specialist Office Associate V Office Associate III Case Worker Assistant Homeless Program Coordinator RESIDENTIAL HOUSING Program Special Revenue Fund HOME/ SHIP Project Coordinator Residential Cleaner Office Associate III Senior Capital Projects Coord.	0.00 0.70 0.00 0.00 0.00 0.00 0.00 1.00 2.20 3.40 0.40 0.00 0.00 1.00 0.00 1.00 0.00 1.00 0.00 1.00	0.0 0.0 0.0 0.0 0.0 0.0 0.0 0.0 0.0 0.0	0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	0.30 0.00 0.80 0.00 0.15 0.75 0.00 2.25 3.40 0.40 0.20 0.00 1.00 7.20 0.10 1.00	0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.0	0.30 0.00 0.80 0.00 0.15 0.75 0.00 2.25 3.40 0.20 0.00 1.00 0.00 1.00 7.20	+	0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.0		0.30 0.00 1.00 0.40 0.75 0.00 2.70 7.40 0.20 0.00 1.00 0.50 0.00 1.00		0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.0		0.00 0.00 0.00 0.20 0.00 0.25 0.00 0.45 4.00 0.00 0.00 0.00 0.60 0.00 0.00 0.00		0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.0	
Special Revenue Fund	Housing & Comm Services Director Assistant Housing Director Controller Financial Analyst I Office Associate V Office Associate W Community Development Block Grant Projects Coordinator Senior Capital Projects Coord. HOME/ SHIP Project Coordinator HOMELESS SERVICES General Fund Case Worker II Housing & Comm Services Director Assistant Housing Director Controller Client Services Specialist Financial Analyst I Homeless Outreach Specialist Office Associate VI Office Associate W Office Associate VI ResiDential HOUSING Program Special Revenue Fund HOME/ SHIP Project Coordinator Residential Cleaner Office Associate III Senior Capital Project Coordinator Residential Cleaner Office Associate III Senior Capital Project Coord. Tenant Services Coordinator	0.00 0.70 0.00 0.00 0.00 0.00 0.00 1.00 0.00 2.20 3.40 0.00 0.40 0.00 0.00 0.00 0.00 1.00 0.00 0	0.0 0.0 0.0 0.0 0.0 0.0 0.0 0.0 0.0 0.0	0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	0.30 0.00 0.80 0.00 0.15 0.75 0.00 2.25 3.40 0.40 0.20 0.40 0.00	+ C	0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.0	0.30 0.00 0.80 0.15 0.75 0.00 2.25 3.40 0.20 0.40 0.00 0.40 0.00 0.00 1.00 0.00 1.00 0.00 1.00	+	0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.0	PT	0.30 0.00 1.00 0.40 0.75 0.00 2.70 7.40 0.20 1.00 0.00 1.00 0.00 1.00 0.00 1.00 0.00 1.00 0.00 1.00 0.00 1.00 0.00	+	0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.0	PT	0.00 0.00 0.00 0.25 0.00 0.45 4.00 0.00 0.00 0.60 0.00 0.00 0.00 0.00	+	0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.0	PT
Special Revenue Fund	Housing & Comm Services Director Assistant Housing Director Controller Ginacial Analyst Office Associate V Office Associate W Office Associate II Community Development Block Grant Projects Coordinator Senior Capital Projects Coord. HOME/ SHIP Project Coordinator Division Total HOMELESS SERVICES General Fund Case Worker II Housing & Comm Services Director Assistant Housing Director Controller Client Services Specialist Financial Analyst I Homeless Outreach Specialist Office Associate V Office Associate V Office Associate II RESIDENTIAL HOUSING Program Special Revenue Fund HOME/ SHIP Project Coordinator Residential Cleaner Office Associate III Senior Capital Projects Coord. Tenant Services Coordinator Division Total	0.00 0.70 0.00 0.00 0.00 0.00 0.00 1.00 0.00 2.20 3.40 0.00 0.40 0.00 0.00 0.00 0.00 1.00 0.00 0	0.0 0.0 0.0 0.0 0.0 0.0 0.0 0.0 0.0 0.0	0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	0.30 0.00 0.80 0.00 0.15 0.75 0.00 2.25 3.40 0.40 0.20 0.40 0.00	+ C	0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.0	0.30 0.00 0.80 0.15 0.75 0.00 2.25 3.40 0.20 0.40 0.00 0.40 0.00 0.00 1.00 0.00 1.00 0.00 1.00	+	0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.0	PT	0.30 0.00 1.00 0.40 0.75 0.00 2.70 7.40 0.20 1.00 0.00 1.00 0.00 1.00 0.00 1.00 0.00 1.00 0.00 1.00 0.00 1.00 0.00	+	0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.0	PT	0.00 0.00 0.00 0.25 0.00 0.45 4.00 0.00 0.00 0.60 0.00 0.00 0.00 0.00	+	0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.0	
Controller	Housing & Comm Services Director Assistant Housing Director Controller Financial Analyst I Office Associate V Office Associate W Office Associate W Office Associate W Office Associate W Community Development Block Grant Projects Coordinator Senior Capital Projects Coord. HOMELESS SERVICES Oeneral Fund Case Worker II Housing & Comm Services Director Assistant Housing Director Controller Client Services Specialist Financial Analyst I Homeless Outreach Specialist Office Associate V Office Associate V Office Associate V Office Associate V Office Associate III Case Worker Assistant Homeless Program Coordinator RESIDENTIAL HOUSING Program Special Revenue Fund HOME' SHIP Project Coordinator Residential Cleaner Office Associate III Senior Capital Projects Coord. Tenant Services Coord. Tenant Services Coord. Division Total COMMUNITY DEVELOPMENT	0.00 0.70 0.00 0.00 0.00 0.00 0.00 1.00 0.00 2.20 3.40 0.00 0.40 0.00 0.00 0.00 0.00 1.00 0.00 0	0.0 0.0 0.0 0.0 0.0 0.0 0.0 0.0 0.0 0.0	0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	0.30 0.00 0.80 0.00 0.15 0.75 0.00 2.25 3.40 0.40 0.20 0.40 0.00	+ C	0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.0	0.30 0.00 0.80 0.15 0.75 0.00 2.25 3.40 0.20 0.40 0.00 0.40 0.00 0.00 1.00 0.00 1.00 0.00 1.00	+	0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.0	PT	0.30 0.00 1.00 0.40 0.75 0.00 2.70 7.40 0.20 1.00 0.00 1.00 0.00 1.00 0.00 1.00 0.00 1.00 0.00 1.00 0.00 1.00 0.00	+	0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.0	PT	0.00 0.00 0.00 0.25 0.00 0.45 4.00 0.00 0.00 0.60 0.00 0.00 0.00 0.00	+	0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.0	PT
Office Associate V 0.00 0.00 1.40 0.00 0.90 0.00 <td>Housing & Comm Services Director Assistant Housing Director Controller Grinancial Analyst Office Associate V Office Associate W Office Associate III Community Development Block Grant Projects Coordinator Senior Capital Projects Coord. HOME/ SHIP Project Coordinator HOMELESS SERVICES General Fund Case Worker II Housing & Comm Services Director Assistant Housing Director Controller Client Services Specialist Financial Analyst I Homeless Outreach Specialist Office Associate V Office Associate V Office Associate V Office Associate III Case Worker Assistant Homeless Program Coordinator RESIDENTIAL HOUSING Program Special Revenue Fund HOME/ SHIP Project Coordinator Residential Cleaner Office Associate III Special Revenue Fund HOME/ SHIP Project Coordinator Residential Cleaner Office Associate III Special Revenue Fund LOCK GRANT Special Revenue Fund Division Total COMMUNITY DEVELOPMENT BLOCK GRANT Special Revenue Fund</td> <td>0.00 0.70 0.00 0.00 0.00 0.00 0.00 0.00</td> <td>0.0 0.0 0.0 0.0 0.0 0.0 0.0 0.0 0.0 0.0</td> <td>0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0</td> <td>0.30 0.00 0.80 0.00 0.15 0.75 0.00 2.25 3.40 0.20 0.00 1.00 7.20 0.10 1.00</td> <td>C C C C C C C C C C C C C C C C C C C</td> <td>0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.0</td> <td>0.30 0.00 0.80 0.00 0.15 0.75 0.00 2.25 3.40 0.20 0.00 1.00</td> <td>+</td> <td>0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.0</td> <td>PT</td> <td>0.30 0.00 0.00 1.00 0.40 0.75 0.00 2.70 7.40 0.20 0.00 1.00 0.50 0.00 1.00</td> <td>+</td> <td>0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.0</td> <td>PT</td> <td>0.00 0.00 0.00 0.20 0.25 0.00 0.45 4.00 0.00 0.00 0.00 0.00 0.0</td> <td>+</td> <td>0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.0</td> <td>PT</td>	Housing & Comm Services Director Assistant Housing Director Controller Grinancial Analyst Office Associate V Office Associate W Office Associate III Community Development Block Grant Projects Coordinator Senior Capital Projects Coord. HOME/ SHIP Project Coordinator HOMELESS SERVICES General Fund Case Worker II Housing & Comm Services Director Assistant Housing Director Controller Client Services Specialist Financial Analyst I Homeless Outreach Specialist Office Associate V Office Associate V Office Associate V Office Associate III Case Worker Assistant Homeless Program Coordinator RESIDENTIAL HOUSING Program Special Revenue Fund HOME/ SHIP Project Coordinator Residential Cleaner Office Associate III Special Revenue Fund HOME/ SHIP Project Coordinator Residential Cleaner Office Associate III Special Revenue Fund LOCK GRANT Special Revenue Fund Division Total COMMUNITY DEVELOPMENT BLOCK GRANT Special Revenue Fund	0.00 0.70 0.00 0.00 0.00 0.00 0.00 0.00	0.0 0.0 0.0 0.0 0.0 0.0 0.0 0.0 0.0 0.0	0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	0.30 0.00 0.80 0.00 0.15 0.75 0.00 2.25 3.40 0.20 0.00 1.00 7.20 0.10 1.00	C C C C C C C C C C C C C C C C C C C	0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.0	0.30 0.00 0.80 0.00 0.15 0.75 0.00 2.25 3.40 0.20 0.00 1.00	+	0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.0	PT	0.30 0.00 0.00 1.00 0.40 0.75 0.00 2.70 7.40 0.20 0.00 1.00 0.50 0.00 1.00	+	0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.0	PT	0.00 0.00 0.00 0.20 0.25 0.00 0.45 4.00 0.00 0.00 0.00 0.00 0.0	+	0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.0	PT
Redevelopment Specialist	Housing & Comm Services Director Assistant Housing Director Controller Financial Analyst Office Associate V Office Associate W Office Associate III Community Development Block Grant Projects Coordinator Senior Capital Projects Coord. HOME/ SHIP Project Coordinator HOMELESS SERVICES	0.00 0.70 0.00 0.00 0.00 0.00 1.00 0.00 2.20 3.40 0.00 0.00 0.00 1.00 0.00 0.00 1.00 0.00 1.00 0.00 1.00 0.00 0.00 1.00 0 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00	0.0 0.0 0.0 0.0 0.0 0.0 0.0 0.0 0.0 0.0	0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	0.30 0.00 0.80 0.00 0.15 0.75 0.00 2.25 3.40 0.40 0.20 0.40 0.00 0.00 0.00 0.00 1.00 0.00	C C C C C C C C C C C C C C C C C C C	0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.0	0.30 0.00 0.80 0.00 0.15 0.75 0.00 2.25 3.40 0.20 0.40 0.20 0.40 0.00 0.00 0.00 0.00 1.00 0.00 1.00 0.00	+	0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.0	PT	0.30 0.00 0.00 1.00 0.40 0.75 0.00 2.70 7.40 0.40 0.20 0.00 1.00 0.00 1.00 0.00 1.00 0.00 1.00 0.00 1.00 0.00 1.00 0.00	+	0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.0	PT	0.00 0.00 0.00 0.25 0.00 0.45 4.00 0.00 0.00 0.60 0.00 0.00 0.00 0.00	+	0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.0	PT
Community Development Block Grant Projects Coordinator 1,00 0,00 0,85 0,00 0,85 0,00 0,85 0,00	Housing & Comm Services Director Assistant Housing Director Controller Ginacial Analyst Office Associate V Office Associate W Office Associate III Community Development Block Grant Projects Coordinator Senior Capital Projects Coord. HOME/ Still'P Project Coordinator Division Total HOMELESS SERVICES General Fund Case Worker II Housing & Comm Services Director Assistant Housing Director Controller Client Services Specialist Financial Analyst I Homeless Outreach Specialist Office Associate V Office Associate V Office Associate V Office Associate III RESIDENTIAL HOUSING Program Special Revenue Fund HOME/ Still Project Coordinator Residential Cleaner Office Associate III Senior Capital Projects Coord. Tenant Services Coordinator Division Total COMMUNITY DEVELOPMENT BLOCK GRANT Special Revenue Fund Controller Office Associate II Special Revenue Fund Special Revenue Fund COMMUNITY DEVELOPMENT BLOCK GRANT Special Revenue Fund Ontroller Office Associate III Special Revenue Fund Controller	0.00 0.70 0.00 0.00 0.00 0.00 0.00 0.00	0.0 0.0 0.0 0.0 0.0 0.0 0.0 0.0 0.0 0.0	0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	0.30 0.00 0.80 0.00 0.15 0.75 0.00 2.25 3.40 0.40 0.20 0.40 0.00 1.00 0.80 0.00 1.00	C C C C C C C C C C C C C C C C C C C	0.000 0.000	0.30 0.00 0.00 0.80 0.15 0.75 0.00 2.25 3.40 0.20 0.00 0.40 0.00 1.00 0.80 0.00 1.00 0.25 1.00 0.25 1.00 0.25	+	0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.0	PT	0.30 0.00 0.00 1.00 0.40 0.75 0.00 2.70 7.40 0.20 0.00 1.00 0.40 0.50 0.00 1.00 0.00 1.00 0.00 1.00 0.35 0.00 1.00 0.35 0.00	+	0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.0	PT	0.00 0.00 0.00 0.20 0.25 0.00 0.45 4.00 0.00 0.00 0.00 0.60 0.00 0.00 0.00	+	0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.0	PT
Case Worker II	Housing & Comm Services Director Assistant Housing Director Controller Grinancial Analyst I Office Associate V Office Associate V Office Associate V Office Associate I Community Development Block Grant Projects Coordinator Senior Capital Projects Coord. HOME/ SHIP Project Coordinator Division Total HOMELESS SERVICES General Fund Case Worker II Housing & Comm Services Director Assistant Housing Director Controller Client Services Specialist Financial Analyst I Homeless Outreach Specialist Office Associate V Office Associate V Office Associate V Office Associate II Case Worker Assistant Homeless Program Coordinator RESIDENTIAL HOUSING Program Special Revenue Fund HOME/ SHIP Project Coordinator Residential Cleaner Office Associate III Community Development Block Grant Special Revenue Fund Controller COMMUNITY DEVELOPMENT BLOCK GRANT Special Revenue Fund Controller Office Associate I Office Associate I	0.00 0.70 0.00 0.00 0.00 1.00 0.00 1.00 0.00 2.20 3.40 0.40 0.00 0.40 0.00 0.00 1.00 0.00 1.00 0.00 1.00 0.00 1.00 0.00 1.00 0.00 1.00 0.00 1.00 0 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00	0.0 0.0 0.0 0.0 0.0 0.0 0.0 0.0 0.0 0.0	0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	0.30 0.00 0.80 0.00 0.15 0.75 0.75 0.00 2.25 3.40 0.20 0.40 0.20 0.00	C C C C C C C C C C C C C C C C C C C	0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.0	0.30 0.00 0.80 0.00 0.15 0.75 0.00 2.25 3.40 0.40 0.20 0.00 0.00 0.00 1.00 0.00 1.00 0.25 1.00 1.00 1.00 0.00	+	0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.0	PT	0.30 0.00 0.00 1.00 0.40 0.75 0.00 2.70 7.40 0.40 0.20 0.00 1.00 0.40 0.55 0.00 1.00 0.40 0.20 1.00 0.40 0.55 1.00 0.40 0.50 0.40 0.50 0.40 0.50 0.40 0.50 0.40 0.50 0.40 0.50	+	0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.0	PT	0.00 0.00 0.00 0.25 0.00 0.45 4.00 0.00 0.00 0.60 0.00 0.00 0.00 0.00	+	0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.0	PT
Financial Analyst	Housing & Comm Services Director Assistant Housing Director Controller Financial Analyst I Office Associate IV Office Associate IV Community Development Block Grant Projects Coordinator Senior Capital Projects Coord. HOME/ SHIP Project Coordinator HOMELESS SERVICES General Fund Case Worker II Housing & Comm Services Director Assistant Housing Director Controller Client Services Specialist Financial Analyst I Homeless Outreach Specialist Office Associate II Case Worker Assistant Homeless Program Coordinator RESIDENTIAL HOUSING Program Special Revenue Fund HOME/ SHIP Project Coordinator Residential Cleaner Office Associate III Senior Capital Projects Coord. Tenant Services Coordinator Endowney Community Development BLOCK GRANT Special Revenue Fund COMMUNITY DEVELOPMENT BLOCK GRANT Special Revenue Fund Ontroller Office Associate I Office Associate I Office Associate Specialist Office Associate II Community Development Special Revenue Fund Controller Office Associate I	0.00 0.70 0.00 0.00 0.00 0.00 0.00 1.00 0.00 2.20 3.40 0.00 0.40 0.00 0.00 0.00 0.00 1.00 0.00 0	0.0 0.0 0.0 0.0 0.0 0.0 0.0 0.0 0.0 0.0	0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	0.30 0.00 0.80 0.00 0.15 0.75 0.00 2.25 3.40 0.20 0.40 0.20 0.40 0.00 0.80 0.00 1.00 0.00 1.00 0.25 1.00	C C C C C C C C C C C C C C C C C C C	0.000 0.000	0.30 0.00 0.80 0.00 0.15 0.75 0.00 2.25 3.40 0.20 0.40 0.00 0.40 0.00 0.00 1.00 0.00 1.00 0.25 1.00 0.25 0.00	+	0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.0	PT	0.30 0.00 0.00 1.00 0.40 0.75 0.00 2.70 7.40 0.20 0.00 1.00 0.40 0.50 0.00 1.00 0.00 1.00 0.00 1.00 0.33 0.00 1.00 0.00	+	0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.0	PT	0.00 0.00 0.00 0.20 0.25 0.00 0.45 4.00 0.00 0.00 0.60 0.00 0.00 0.00 0.00	+	0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.0	PT
Financial Analyst	Housing & Comm Services Director Assistant Housing Director Controller Grinancial Analyst Office Associate V Office Associate W Office Associate III Community Development Block Grant Projects Coordinator Senior Capital Projects Coord. HOME/ SHIP Project Coordinator HOMELESS SERVICES General Fund Case Worker II Housing & Comm Services Director Assistant Housing Director Controller Client Services Specialist Financial Analyst I Homeless Outreach Specialist Office Associate V Office Associate III Case Worker Assistant Homeless Program Coordinator RESIDENTIAL HOUSING Program Special Revenue Fund HOME/ SHIP Project Coordinator Residential Cleaner Office Associate III Community Development BLOCK GRANT Special Revenue Fund Controller Office Associate I Office Office Office Associate I Office Offic	0.00 0.70 0.00 0.00 0.00 0.00 0.00 0.00	0.0 0.0 0.0 0.0 0.0 0.0 0.0 0.0 0.0 0.0	0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	0.30 0.00 0.80 0.00 0.15 0.75 0.00 2.25 3.40 0.40 0.20 0.00 1.00 1.00 7.20 0.10 1.00	0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	0.000 0.000	0.30 0.00 0.80 0.00 0.15 0.75 0.00 2.25 3.40 0.20 0.00 0.40 0.00 1.00 1.00 7.20 0.00 1.00 1.00 0.25 1.00 0.00	+	0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.0	PT	0.30 0.00 0.00 1.00 0.40 0.75 0.00 2.70 7.40 0.40 0.20 0.00 1.00 0.50 0.00 1.00 1.00 0.25 1.00 0.33 1.00 0.00 0.00 0.00 1.00 0.00 0.00 1.00 0.00	+	0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.0	PT	0.00 0.00 0.00 0.20 0.25 0.00 0.45 4.00 0.00 0.00 0.00 0.00 0.0	+	0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.0	PT
Division Total 3.30 + 0.00 PT 3.15 + 0.00 PT 2.65 + 0.00 PT 1.40 + 0.00 PT (1.25) + 0.00 PT	Housing & Comm Services Director Assistant Housing Director Controller Ginancial Analyst Office Associate V Office Associate V Office Associate III Community Development Block Grant Projects Coordinator Senior Capital Projects Coord. HOMES SERVICES HOMELESS SERVICES General Fund Gase Worker II Housing & Comm Services Director Assistant Housing Director Controller Client Services Specialist Financial Analyst Homeless Outreach Specialist Office Associate V Office Associate V Office Associate III Case Worker Assistant Homeless Program Coordinator RESIDENTIAL HOUSING Program Special Revenue Fund HOME/ SHIP Project Coordinator Residential Cleaner Office Associate III Senior Capital Projects Coord. Tenant Services Coordinator Division Total COMMUNITY DEVELOPMENT BLOCK GRANT Special Revenue Fund Office Associate I Office Associate V Redevelopment Specialist Community Development Block Grant Projects Coordinator Case Worker II	0.00 0.70 0.00 0.00 0.00 0.00 0.00 0.00	0.0 0.0 0.0 0.0 0.0 0.0 0.0 0.0 0.0 0.0	0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	0.30 0.00 0.80 0.00 0.15 0.75 0.00 2.25 3.40 0.20 0.40 0.20 0.40 0.00 0.00 0.00 1.00 0.00 1.00 1.00 0.33 0.00	+ C	0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.0	0.30 0.00 0.80 0.00 0.15 0.75 0.00 2.25 3.40 0.20 0.40 0.00 0.00 0.00 1.00 0.00 1.00 0.20 1.00 0.20 1.00 0.20 0.20 0.20 0.20 0.30	+	0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.0	PT	0.30 0.00 0.00 1.00 0.40 0.75 0.00 2.70 7.40 0.40 0.20 0.00 0.40 0.55 0.00 1.00 0.00 1.00 1.00 0.00 1.00 1.00 0.00 1.00 0.00	+	0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.0	PT	0.00 0.00 0.00 0.25 0.00 0.45 4.00 0.00 0.00 0.00 0.00 0.0	+	0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.0	PT
HOUSING HOME GRANT Special Revenue Fund HOME/SHIP Project Coordinator 0.90 0.00 0.00 0.00 0.00 0.00 0.00 0.	Housing & Comm Services Director Assistant Housing Director Controller Grinancial Analyst Office Associate V Office Associate W Office Associate III Community Development Block Grant Projects Coordinator Senior Capital Projects Coord. HOME/ SHIP Project Coordinator Division Total	0.00 0.70 0.00 0.00 0.00 0.00 0.00 0.00	0.0 0.0 0.0 0.0 0.0 0.0 0.0 0.0 0.0 0.0	0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	0.30 0.00 0.80 0.00 0.15 0.75 0.00 2.25 3.40 0.20 0.00 0.40 0.00 1.00 0.80 0.00 1.00 0.25 1.00 0.25 1.00 0.25 1.00 0.00	+ C C C C C C C C C C C C C C C C C C C	0.000 0.000	0.30 0.00 0.00 0.80 0.15 0.75 0.00 2.25 3.40 0.20 0.00 0.40 0.00 1.00 0.80 0.00 1.00 0.25 1.00 0.25 1.00 0.25 1.00 0.80 0.00 0.80 0.00 0.80 0.00 0.80 0.00 0.80 0.00 0.80 0.00 0.80 0.00 0.80 0.80 0.80 0.80 0.80 0.90 0.80 0.80 0.80 0.80 0.80 0.80 0.80 0.80 0.80 0.90	+	0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.0	PT	0.30 0.00 0.00 1.00 0.40 0.75 0.00 2.70 7.40 0.20 0.00 1.00 0.40 0.50 0.00 1.00 0.00 1.00 0.25 1.00 0.25 1.00 0.335	+	0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.0	PT	0.00 0.00 0.00 0.20 0.25 0.00 0.45 4.00 0.00 0.00 0.00 0.00 0.0	+	0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.0	PT
HOME GRANT Special Revenue Fund	Housing & Comm Services Director Assistant Housing Director Controller Grinancial Analyst I Office Associate V Office Associate III Community Development Block Grant Projects Coordinator Senior Capital Projects Coord. HOMELESS SERVICES General Fund Case Worker II Housing & Comm Services Director Assistant Housing Director Controller Client Services Specialist Financial Analyst I Homeless Outreach Specialist Office Associate V Office Associate III Case Worker Streytices RESIDENTIAL HOUSING Program Special Revenue Fund HOME / SHIP Project Coordinator Residential Cleaner Office Associate III Case Worker Assistant Homeless Program Coordinator Residential Cleaner Office Associate III Case Worker Assistant Homeless Program Coordinator Residential Cleaner Office Associate III Community Development Block Grant Special Revenue Fund Controller Office Associate II Office Associate III Community Development Block Grant Projects Coordinator Case Worker II Financial Analyst I Financial Analyst I Financial Analyst I Financial Analyst I Financial III Financial Analyst I Financial II Financial Analyst I Financial III Financial Analyst I Financial Analyst I Financial Analyst I Financial III Financial III Financial Analyst I Financial III Financ	0.00 0.70 0.00 0.00 0.00 0.00 0.00 1.00 0.00 1.00 0.00	0.0 0.0 0.0 0.0 0.0 0.0 0.0 0.0 0.0 0.0	0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	0.30 0.00 0.80 0.00 0.15 0.75 0.75 0.75 0.00 2.25 3.40 0.20 0.40 0.20 0.00	+ 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.0	0.30 0.00 0.80 0.00 0.15 0.75 0.00 2.25 3.40 0.40 0.20 0.00 0.00 1.00 0.00 1.00 0.25 1.00 1.00 0.25 1.00 0.25 1.00 0.00	+	0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.0	PT	0.30 0.00 0.00 1.00 0.40 0.75 0.00 2.70 7.40 0.40 0.25 0.00 1.00 0.40 0.55 0.00 1.00 0.00 1.00 0.00 1.00 0.00 1.00 0.00 1.00 0.00 1.00 0.00	+	0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.0	PT	0.00 0.00 0.00 0.25 0.00 0.45 4.00 0.00 0.00 0.60 0.00 0.00 0.00 0.00	+	0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.0	PT PT
Special Revenue Fund	Housing & Comm Services Director Assistant Housing Director Controller Ginacial Analyst Office Associate W Office Associate W Office Associate III Community Development Block Grant Projects Coordinator Senior Capital Projects Coord. HOME/ Still'Project Coordinator HOMELESS SERVICES General Fund Case Worker II Housing & Comm Services Director Assistant Housing Director Controller Client Services Specialist Financial Analyst I Homeless Outreach Specialist Office Associate W Office Associate W Office Associate W Office Associate M RESIDENTIAL HOUSING Program Special Revenue Fund HOME/ Still'Project Coordinator Residential Cleaner Office Associate III Senior Capital Projects Coord. Tenant Services Coordinator COMMUNITY DEVELOPMENT BLOCK GRANT Special Revenue Fund Office Associate I Senior Capital Projects Coord. Tenant Services Coordinator COMMUNITY DEVELOPMENT BLOCK GRANT Special Revenue Fund Orntroller Office Associate I	0.00 0.70 0.00 0.00 0.00 0.00 0.00 1.00 0.00 1.00 0.00	0.0 0.0 0.0 0.0 0.0 0.0 0.0 0.0 0.0 0.0	0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	0.30 0.00 0.80 0.00 0.15 0.75 0.75 0.75 0.00 2.25 3.40 0.20 0.40 0.20 0.00	+ 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.0	0.30 0.00 0.80 0.00 0.15 0.75 0.00 2.25 3.40 0.40 0.20 0.00 0.00 1.00 0.00 1.00 0.25 1.00 1.00 0.25 1.00 0.25 1.00 0.00	+	0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.0	PT	0.30 0.00 0.00 1.00 0.40 0.75 0.00 2.70 7.40 0.40 0.25 0.00 1.00 0.40 0.55 0.00 1.00 0.00 1.00 0.00 1.00 0.00 1.00 0.00 1.00 0.00 1.00 0.00	+	0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.0	PT	0.00 0.00 0.00 0.25 0.00 0.45 4.00 0.00 0.00 0.60 0.00 0.00 0.00 0.00	+	0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.0	PT
Office Associate V 0.00 0.00 0.00 0.00 0.50 0.00 0.20 0.00 (0.30) 0.00	Housing & Comm Services Director Assistant Housing Director Controller Grinancial Analyst Office Associate V Office Associate W Office Associate III Community Development Block Grant Projects Coordinator Senior Capital Projects Coord. HOME/ SHIP Project Coordinator Division Total	0.00 0.70 0.00 0.00 0.00 0.00 0.00 1.00 0.00 1.00 0.00	0.0 0.0 0.0 0.0 0.0 0.0 0.0 0.0 0.0 0.0	0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	0.30 0.00 0.80 0.00 0.15 0.75 0.75 0.75 0.00 2.25 3.40 0.20 0.40 0.20 0.00	+ 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.0	0.30 0.00 0.80 0.00 0.15 0.75 0.00 2.25 3.40 0.40 0.20 0.00 0.00 0.00 1.00 0.25 1.00 1.00 0.25 1.00 0.25 0.00	+	0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.0	PT	0.30 0.00 0.00 1.00 0.40 0.75 0.00 2.70 7.40 0.40 0.25 0.00 1.00 0.40 0.55 0.00 1.00 0.00 1.00 0.00 1.00 0.00 1.00 0.00 1.00 0.00 1.00 0.00	+	0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.0	PT	0.00 0.00 0.00 0.25 0.00 0.45 4.00 0.00 0.00 0.60 0.00 0.00 0.00 0.00	+	0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.0	PT
Office Associate V 0.00 0.00 0.00 0.00 0.50 0.00 0.20 0.00 (0.30) 0.00	Housing & Comm Services Director Assistant Housing Director Controller Ginancial Analyst Office Associate V Office Associate V Office Associate III Community Development Block Grant Projects Coordinator Senior Capital Projects Coord. HOME/ SHIP Project Coordinator HOMELESS SERVICES	0.00 0.70 0.00 0.00 0.00 0.00 0.00 1.00 0.00 1.00 0.00	0.0 0.0 0.0 0.0 0.0 0.0 0.0 0.0 0.0 0.0	0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	0.30 0.00 0.80 0.00 0.15 0.75 0.75 0.75 0.00 2.25 3.40 0.20 0.40 0.20 0.00	+ 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.0	0.30 0.00 0.80 0.00 0.15 0.75 0.00 2.25 3.40 0.40 0.20 0.00 0.00 0.00 1.00 0.25 1.00 1.00 0.25 1.00 0.25 0.00	+	0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.0	PT	0.30 0.00 0.00 1.00 0.40 0.75 0.00 2.70 7.40 0.40 0.25 0.00 1.00 0.40 0.55 0.00 1.00 0.00 1.00 0.00 1.00 0.00 1.00 0.00 1.00 0.00 1.00 0.00	+	0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.0	PT	0.00 0.00 0.00 0.25 0.00 0.45 4.00 0.00 0.00 0.60 0.00 0.00 0.00 0.00	+	0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.0	PT
Division Total 0.90 + 0.00 PT 0.90 + 0.00 PT 1.40 + 0.00 PT 1.10 + 0.00 PT (0.30) + 0.00 PT	Housing & Comm Services Director Assistant Housing Director Controller Grinancial Analyst I Office Associate V Office Associate V Office Associate II Community Development Block Grant Projects Coordinator Senior Capital Project Coord. HOMELESS SERVICES General Fund Case Worker II Housing & Comm Services Director Assistant Housing Director Controller Client Services Specialist Financial Analyst I Homeless Outreach Specialist Office Associate V Office Associate V Office Associate V Office Associate II Case Worker Assistant Homeless Program Coordinator RESIDENTIAL HOUSING Program Special Revenue Fund HOME/ SHIP Project Coordinator Residential Cleaner Office Associate III Community Development Boeior Capital Projects Coord. Tenant Services Coordinator Division Total COMMUNITY DEVELOPMENT BLOCK GRANT Special Revenue Fund Controller Office Associate I Office Associate I Office Associate I Office Associate I Division Total Community Development Block Grant Projects Coordinator Case Worker II Financial Analyst I Financial Analyst I Financial Analyst I Financial Froject Coordinator HOUSING HOME GRANT Special Revenue Fund HOME/ SHIP Project Coordinator	0.00 0.70 0.00 0.00 0.00 0.00 1.00 0.00 1.00 0.00 1.00 0.00	0.0 0.0 0.0 0.0 0.0 0.0 0.0 0.0 0.0 0.0	0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	0.30 0.00 0.80 0.00 0.15 0.75 0.00 2.25 3.40 0.20 0.40 0.20 0.40 0.20 0.40 0.00 0.00 1.00 0.00 1.00 0.25 0.00	+ 0 - 1 - 1 - 1 - 1 - 1 - 1 - 1 - 1	0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.0	0.30 0.00 0.80 0.00 0.15 0.75 0.00 2.25 3.40 0.40 0.20 0.40 0.20 0.40 0.20 0.40 0.20 0.40 0.20 0.40 0.20 0.40 0.20 0.40 0.20 0.40 0.20 0.40 0.20 0.40 0.20 0.40 0.20 0.40 0.20 0.40 0.20 0.40 0.20 0.40 0.20 0.40 0.50 0.40 0.50	+	0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.0	PT	0.30 0.00 0.00 1.00 0.40 0.75 0.00 2.70 7.40 0.40 0.20 0.00 1.00 0.00 0.00 1.00 0.00 0.00 0.00 0.00 0.00 1.00 0.00	+	0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.0	PT	0.00 0.00 0.00 0.25 0.00 0.45 4.00 0.00 0.00 0.00 0.00 0.0	+	0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.0	PT
	Housing & Comm Services Director Assistant Housing Director Controller Ginancial Analyst Office Associate W Office Associate W Office Associate III Community Development Block Grant Projects Coordinator Senior Capital Projects Coord. HOME/ Still'Project Coordinator HOMELESS SERVICES General Fund Case Worker II Housing & Comm Services Director Assistant Housing Director Controller Client Services Specialist Financial Analyst I Homeless Outreach Specialist Office Associate W Office Associate W Office Associate W Office Associate M Office Associate W Office Office Associate W Office Of	0.00 0.70 0.00 0.00 0.00 0.00 0.00 0.00	0.0 0.0 0.0 0.0 0.0 0.0 0.0 0.0 0.0 0.0	0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	0.30 0.30 0.00 0.80 0.15 0.75 0.00 2.25 3.40 0.20 0.40 0.20 0.40 0.00 1.00 0.80 0.00 1.00 0.25 0.25	+ C	0.000 0.000	0.30 0.00 0.80 0.00 0.15 0.75 0.00 2.25 3.40 0.20 0.40 0.00 0.40 0.00 0.00 1.00 0.80 0.00 1.00 0.25 0.25	+	0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.0	PT PT PT	0.30 0.00 0.00 1.00 0.40 0.75 0.00 2.70 7.40 0.20 0.00 1.00 0.00 1.00 0.00 1.00 0.00 1.00 0.00 1.00 0.00 1.00 0.00 1.00 0.00 1.00 0.00 1.00 0.00 1.00 0.00 1.00 0.00 0.00 1.00 0.00 1.00 0.00 0.00 1.00 0.00 1.00 0.00 1.00 0.00 0.00 1.00 0.00 0.00 1.00 0.00 0.00 0.00 1.00 0.00 0.00 0.00 0.00 1.00 0.00	+	0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.0	PT	0.00 0.00 0.00 0.25 0.00 0.45 4.00 0.00 0.00 0.60 0.00 0.00 0.00 0.00	+	0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.0	PT PT

		REVISED FY 2021			REVISI				OPTED			ROPO					23 ADO	P
COMMUNITY SERVICES		FT 2021			FT 202	22		PI	2023			FT 20.	24			ver/(t	Jnder)	
General Fund																		
Housing & Comm Services Director	0.10	0.00		0.35		0.00	0.3	5	0.00		0.35		0.00		0.00		0.00	
Assistant Housing Director	1.00	0.00		0.50		0.00	0.5		0.00		0.50		0.00		0.00		0.00	
Case Worker II	1.00	0.00		1.00		1.00	1.0		1.00		1.00		0.00		0.00		(1.00)	
Case Worker	1.00	0.00		1.00		0.00	1.0	0	0.00		1.00		0.00		0.00		0.00	
Case Worker Assistant	0.00	0.00		0.00		0.00	0.0	0	0.00		0.00		1.00		0.00		1.00	
Office Associate V	0.00	0.00		0.00		0.00	0.0	0	0.00		0.50		0.00		0.50		0.00	
Program Supervisor	1.00	0.00		1.00		0.00	1.0		0.00		1.00		0.00		0.00		0.00	
Division Total SHIP GRANT	4.10	+ 0.00	PT	3.85	+	1.00 PT	3.8	5	+ 1.00	PT	4.35	+	1.00	PT	0.50	+	0.00	PT
Special Revenue Fund																		
Housing & Comm Services Director	0.00	0.00		0.00		0.00	0.0	0	0.00		0.00		0.00		0.00		0.00	
Community Dev Technician	0.00	0.00		0.00		0.00	0.0		0.00		0.00		0.00		0.00		0.00	
Financial Analyst II	0.00	0.00		0.00		0.00	0.0		0.00		0.00		0.00		0.00		0.00	
HOME/SHIP Project Coordinator	0.00	0.00		0.00		0.00	0.0		0.00		0.00		0.00		0.00		0.00	
Housing Specialist	0.00	0.00		0.00		0.00	0.0	0	0.00		0.00		0.00		0.00		0.00	
Subtotal - Division	0.00	+ 0.00	PT	0.00	+	0.00 PT	0.0	0 -	+ 0.00	PT	0.00	+	0.00	PT	0.00	+	0.00	PT
CHILDREN'S TRUST/HOMELESS TRUST GRANTS Special Revenue Fund																		
Client Services Specialist	0.60	0.00		0.60		0.00	0.6	0	0.00		0.00		0.00		(0.60)		0.00	
Case Worker	3.00	0.00		2.00		0.00	2.0		0.00		2.00		0.00		0.00		0.00	
Case Worker II	1.60	0.00		2.60		0.00	2.6		0.00		2.60		0.00		0.00		0.00	
Case Worker Assistant	0.00	1.00		0.00		1.00	0.0		1.00		0.00		1.00		0.00		0.00	
Senior Program Coordinator	2.00	0.00		1.00		0.00	1.0		0.00		1.00		0.00		0.00		0.00	
Care Coordinator	0.00	3.00		0.00		3.00	0.0		3.00		0.00		0.00		0.00		(3.00)	
Homeless Outreach Specialist	0.00	0.00		0.00		0.00	0.0		0.00		0.60		0.00		0.60		0.00	
Success Coach	0.00	0.00		0.00		0.00	0.0		0.00		3.00		0.00		3.00		0.00	
Program Coordinator	1.00	0.00		1.00		0.00	1.0		0.00		1.00		0.00		0.00		0.00	
All Stars One to One Facilitator	0.00	2.00		0.00		2.00	0.0		2.00		0.00		2.00		0.00		0.00	
Child Group Facilitator	0.00	2.00		0.00		1.00	0.0		1.00		0.00		1.00		0.00		0.00	
Parent Child Facilitator	0.00	4.00		0.00		4.00	0.0		4.00		0.00		4.00		0.00		0.00	
Office Associate IV	1.00	0.00		1.00		0.00	1.0	0	0.00		1.00		0.00		0.00		0.00	
Division Total	9.20	+ 12.00	PT	8.20	+	11.00 PT			+ 11.00	PT	11.20	+	8.00	PT	3.00	+	(3.00)	PT
Subtotal - Fund	13.40	+ 12.00 + 15.00	PT PT	12.25	+	11.00 PT			+ 11.00 + 14.00	PT PT	13.70	+	8.00 9.00	PT PT	1.45	+	(3.00)	PT PT
DEPARTMENT TOTAL	29.00	+ 15.00	ы	28.90	- +	14.00 P	28.9	<i>7</i> 0	+ 14.00	М	35.00	•	9.00	ы	6.10	•	(5.00)	PI
PLANNING							T			T								
General Fund																		
Planning Director	1.00	0.00		1.00		0.00	1.0	0	0.00		1.00		0.00		0.00		0.00	
Deputy Director Planning Dept.	1.00	0.00		1.00		0.00	1.0	0	0.00		1.00		0.00		0.00		0.00	
Administrative & Business Officer	1.00	0.00		1.00		0.00	1.0	0	0.00		1.00		0.00		0.00		0.00	
Clerk of Boards	1.00	0.00		1.00		0.00	1.0	0	0.00		1.00		0.00		0.00		0.00	
Planning & Zoning Inspector	2.00	0.00		2.00		0.00	2.0	0	0.00		2.00		0.00		0.00		0.00	
Office Associate III	1.00	0.00		1.00		0.00	1.0	0	0.00		1.00		0.00		0.00		0.00	
Office Associate IV	2.00	0.00		1.00		0.00	1.0		0.00		1.00		0.00		0.00		0.00	
Office Associate V	2.00	0.00		3.00		0.00	3.0		0.00		3.00		0.00		0.00		0.00	
Planning and Design Officer	0.00	0.00		0.00		0.00	0.0		0.00		1.00		0.00		1.00		0.00	
Chief of Planning & Zoning	1.00	0.00		1.00		0.00	1.0		0.00		0.00		0.00		(1.00)		0.00	
Chief of Plans Review	1.00	0.00		1.00		0.00	1.0		0.00		1.00		0.00		0.00		0.00	
Historic Preservation and Architecture Officer	1.00	0.00		1.00		0.00	1.0		0.00		1.00		0.00		0.00		0.00	
Chief of Historic Preservation	0.00	0.00		0.00		0.00	0.0		0.00		0.00		0.00		0.00		0.00	
Chief of Urban Design	1.00	0.00		1.00		0.00	1.0		0.00		1.00		0.00		0.00		0.00	
Development and Resiliency Officer	0.00	0.00		0.00 1.00		0.00	0.0		0.00		1.00		0.00		1.00		0.00	
Chief of Community Planning & Sustainability Planner	1.00	0.00		1.00		0.00	1.0		0.00		0.00 1.00		0.00		(1.00) 0.00		0.00	
Principal Planner	3.00	0.00		3.00		0.00	3.0		0.00		3.00		0.00		0.00		0.00	
Senior Planner	7.00	0.00		8.00		0.00	8.0		0.00		8.00		0.00		0.00		0.00	
Senior Zoning Plans Examiner	0.00	0.00		0.00		0.00	0.0		0.00		0.00		0.00		0.00		0.00	
DEPARTMENT TOTAL	27.00	+ 0.00	PT	28.00	+	0.00 P1			+ 0.00	PT		+	0.00	PT	0.00	+	0.00	PT
TOURISM & CULTURE																		
ARTS, CULTURE, & ENTERTAINMENT General Fund																		
Tourism and Culture Director	0.65	0.00		0.65		0.00	0.6	5	0.00		1.00		0.00		0.35		0.00	
Tourism and Culture Assistant Director	0.65	0.00		0.65		0.00	0.6		0.00		1.00		0.00		0.35		0.00	
Field Monitor	1.00	0.00		1.00		0.00	1.0		0.00		1.00		0.00		0.00		0.00	
Film Liaison	1.00	0.00		1.00		0.00	1.0		0.00		1.00		0.00		0.00		0.00	
Special Projects Coordinator	1.00	0.00		1.00		0.00	1.0		0.00		1.00		0.00		0.00		0.00	
Admin Services Manager	0.43	0.00		0.85		0.00	0.8		0.00		1.00		0.00		0.15		0.00	
Office Associate III	0.00	0.00		0.00		0.00	0.0		0.00		1.00		0.00		1.00		0.00	
Office Associate IV	1.00	0.00		1.00		0.00	1.0	0	0.00		1.00		0.00		0.00		0.00	
Subtotal - Fund	5.73	+ 0.00	PT	6.15	+	0.00 PT	6.1	5	+ 0.00	PT	8.00	+	0.00	PT	1.85	+	0.00	PT
Special Revenue							1											
Resort Tax	0.00	0.00		0.00		0.00		^	0.00		0.00		0.00		0.00		0.00	
Assistant Director Office Associate III	0.00	0.00		0.00 1.00		0.00	0.0		0.00		0.00		0.00		0.00		0.00	
Office Associate III Subtotal - Fund	0.00	+ 0.00	PT	1.00	+	0.00 PT			+ 0.00	PT	1.00	+	0.00	PT	0.00	+	0.00	PT
General Fund	2.00	. 0.00				11	1		5.00			-	2.30		2.00		2.30	
Art in Public Places							1											
Redevelopment Specialist (Public Arts Coordinator)	0.00	0.00		0.00		0.00	0.0		0.00		0.00		0.00		0.00		0.00	
Cultural Affairs & AIPP Coordinator	1.00	0.00		1.00		0.00	1.0		0.00		1.00		0.00		0.00		0.00	
Subtotal - Fund	1.00	+ 0.00	PT	1.00	+	0.00 PT			+ 0.00	PT	1.00	+	0.00	PT	0.00	+	0.00	PT
Division Total Bass Museum	6.73	+ 0.00	PT	8.15	+	0.00 PT	8.1	5	+ 0.00	PT	10.00	+	0.00	PT	1.85	+	0.00	PT
Bass Museum Bass Museum Director	1.00	0.00		1.00		0.00	1.0	0	0.00		1.00		0.00		0.00		0.00	
Office Associate V	1.00	0.00		1.00		0.00	1.0		0.00		1.00		0.00		0.00		0.00	
Division Total	2.00	+ 0.00	PT	2.00	+	0.00 PT			+ 0.00	PT	2.00	+	0.00	PT	0.00	+	0.00	PT
CULTURAL ARTS COUNCIL							1											
Special Revenue Fund							1											
Cultural Affairs Program Manager	1.00	0.00		1.00		0.00	1.0		0.00		1.00		0.00		0.00		0.00	
Arts and Culture Program Coordinator	0.00	0.00		0.00		0.00	0.0		0.00		1.00		0.00		1.00		0.00	
Office Associate IV	0.00	0.00		0.00		0.00	1.0		0.00		0.00		0.00		(1.00)		0.00	
Grants & Operations Administrator	1.00	0.00	D.T.	1.00		0.00	1.0		0.00	D.T.	1.00		0.00	D.T.	0.00		0.00	D*
Division Total	2.00	+ 0.00	PT	2.00	+	0.00 PT	3.0		+ 0.00	PT	3.00	+	0.00	PT	0.00	+	0.00	PT

		REVISED		REVISED		ADOPTED EX 2022		PROPOSED		ROP 23 ADOP
TOURISM & CONVENTIONS		Y 2021		FY 2022		FY 2023		FY 2024		Over/(Under)
Enterprise Fund										
Tourism Cultural Affairs & Econ Dev Director	0.35	0.00	0.35	0.00	0.35	0.00	0.00	0.00	(0.35)	0.00
Assistant Director	0.35	0.00	0.35	0.00	0.35	0.00	0.00	0.00	(0.35)	0.00
Office Associate V	0.00	0.00	1.00	0.00	1.00	0.00	0.00	0.00	(1.00)	0.00
Office Associate III	1.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
G.O. Bond Program Director G.O. Bond Program Assistant Director	0.00	0.00 0.00	0.00	0.00 0.00	0.30 0.30	0.00 0.00	0.00	0.00 0.00	(0.30) (0.30)	0.00 0.00
Admin Services Manager	0.15	0.00	0.15	0.00	0.15	0.00	0.00	0.00	(0.15)	0.00
Division Total	1.85	+ 0.00 PT		+ 0.00 PT		+ 0.00 PT	0.00	+ 0.00 PT	(2.45)	+ 0.00 PT
DEPARTMENT TOTAL	12.58	+ 0.00 PT	14.00	+ 0.00 PT	15.60	+ 0.00 PT	15.00	+ 0.00 PT		+ 0.00 PT
CAPITAL IMPROVEMENT PROJECTS (CIP)										
General Fund										
Director	1.00	0.00	1.00	0.00	1.00	0.00	1.00	0.00	0.00	0.00
Assistant Director	0.00	0.00	0.00	0.00	0.00	0.00	1.00	0.00	1.00	0.00
Division Director Administrative Support Manager	2.00 1.00	0.00 0.00	2.00 1.00	0.00 0.00	2.00 1.00	0.00 0.00	2.00 0.00	0.00 0.00	0.00	0.00 0.00
Capital Projects Coordinator	11.00	0.00	11.00	0.00	11.00	0.00	0.00	0.00	(11.00)	0.00
Sr Capital Projects Coordinator	3.75	0.00	3.75	0.00	3.75	0.00	0.00	0.00	(3.75)	0.00
Capital Projects Administrator	1.00	0.00	1.00	0.00	1.00	0.00	1.00	0.00	0.00	0.00
Construction Manager	1.00	0.00	1.00	0.00	1.00	0.00	0.00	0.00	(1.00)	0.00
Field Inspector II	2.00	0.00	2.00	0.00	2.00	0.00	2.00	0.00	0.00	0.00
Field Inspector I	2.00	0.00	2.00	0.00	2.00	0.00	2.00	0.00	0.00	0.00
Financial Analyst II Office Associate V	1.00 2.00	0.00 0.00	1.00 2.00	0.00 0.00	1.00 2.00	0.00 0.00	1.00 2.00	0.00 0.00	0.00	0.00 0.00
Office Associate IV	3.00	0.00	3.00	0.00	3.00	0.00	3.00	0.00	0.00	0.00
Office Associate III	1.00	0.00	1.00	0.00	1.00	0.00	1.00	0.00	0.00	0.00
Performance Scheduler Analyst	1.00	0.00	1.00	0.00	1.00	0.00	1.00	0.00	0.00	0.00
Project Manager	0.00	0.00	0.00	0.00	0.00	0.00	11.00	0.00	11.00	0.00
Senior Project Manager	0.00	0.00	0.00	0.00	0.00	0.00	4.75	0.00	4.75	0.00
Neighborhood Affairs Division Director	0.00	0.00	0.00	0.00	0.00	0.00	0.19	0.00	0.19	0.00
Neighborhood Affairs Manager	0.33 1.00	0.00	0.33	0.00	0.33	0.00 0.00	0.00	0.00	(0.33)	0.00 0.00
Neighborhood Affairs Coordinator Public Information Specialist	0.00	0.00 0.00	1.00 0.00	0.00 0.00	1.00 0.00	0.00	0.57 0.00	0.00 0.00	(0.43) 0.00	0.00
DEPARTMENT TOTAL	34.08	+ 0.00 PT		+ 0.00 PT		+ 0.00 PT		+ 0.00 PT		+ 0.00 PT
FACILITIES AND FLEET MANAGEMENT										
PROPERTY MANAGEMENT										
Internal Service Fund										
Property Mgmt. Director	0.90	0.00	0.90	0.00	0.90	0.00	0.90	0.00	0.00	0.00
Property Mgmt. Asst Director	1.70	0.00	0.90	0.00	0.90	0.00	0.90	0.00	0.00	0.00
Division Director - Facilities Management Prop Maint & Oper. Superintendent	0.00	0.00 0.00	0.80	0.00 0.00	0.80	0.00 0.00	0.80	0.00 0.00	0.00	0.00 0.00
Business Manager	0.80	0.00	0.80	0.00	0.80	0.00	0.80	0.00	0.00	0.00
Contracts Compliance Administrator	0.80	0.00	0.80	0.00	0.80	0.00	0.80	0.00	0.00	0.00
Procurement Coordinator	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Senior Admin Manager	0.60	0.00	0.60	0.00	0.60	0.00	0.80	0.00	0.20	0.00
Admin Officer	1.00	0.00	1.00	0.00	1.00	0.00	1.00	0.00	0.00	0.00
Financial Analyst III	0.95	0.00	0.95	0.00	0.95	0.00	0.95	0.00	0.00	0.00
Financial Analyst I Facilities Zone Manager	2.00 2.30	0.00	2.00 2.30	0.00 0.00	2.00 2.30	0.00 0.00	1.90 2.30	0.00 0.00	(0.10) 0.00	0.00 0.00
Admin Services Manager	0.85	0.00	0.85	0.00	0.85	0.00	0.80	0.00	(0.05)	0.00
Neighborhood Affairs Division Director	0.00	0.00	0.00	0.00	0.00	0.00	0.02	0.00	0.02	0.00
Neighborhood Affairs Manager	0.02	0.00	0.02	0.00	0.02	0.00	0.00	0.00	(0.02)	0.00
Neighborhood Affairs Coordinator	0.05	0.00	0.05	0.00	0.05	0.00	0.06	0.00	0.01	0.00
Office Associate IV (Arts and Culture Bond)	0.00	0.00	0.00	0.00	0.00	0.00	1.00	0.00	1.00	0.00
Operations Manager	0.80	0.00	0.80	0.00	0.80	0.00	0.80	0.00	0.00	0.00
Tradesworker II Tradesworker I	4.80 5.50	0.00 0.00	4.80 5.50	0.00 0.00	4.80 5.50	0.00 0.00	4.80 5.50	0.00 0.00	0.00	0.00 0.00
Storekeeper III	0.00	0.00	0.00	0.00	0.00	0.00	0.80	0.00	0.80	0.00
Storekeeper II	0.80	0.00	0.80	0.00	0.80	0.00	0.00	0.00	(0.80)	0.00
Construction Manager	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Facilities Capital Project Coordinator	2.80	0.00	2.80	0.00	2.80	0.00	2.85	0.00	0.05	0.00
Senior Facilities Capital Projects Coordinator	0.95	0.00	0.95	0.00	0.95	0.00	0.95	0.00	0.00	0.00
Maintenance Supervisor Municipal Service Worker III	0.00 4.70	0.00 0.00	0.00 4.70	0.00 0.00	0.00 4.70	0.00 0.00	0.00 4.60	0.00 0.00	0.00 (0.10)	0.00 0.00
Subtotal - Fund	32.32	+ 0.00 PT		+ 0.00 PT		+ 0.00 PT	33.33	+ 0.00 PT	1.01	+ 0.00 PT
City Center RDA Fund	0.10	0.00	0.10	0.00	0.10	0.00	0.10	0.00	0.00	0.00
Property Mgmt. Director Property Mgmt. Asst Director	0.10	0.00	0.10	0.00	0.10	0.00	0.10	0.00	0.00	0.00
Division Director - Facilities Management	0.00	0.00	0.10	0.00	0.10	0.00	0.10	0.00	0.00	0.00
Admin Services Manager	0.15	0.00	0.15	0.00	0.15	0.00	0.20	0.00	0.05	0.00
Business Manager	0.20	0.00	0.20	0.00	0.20	0.00	0.20	0.00	0.00	0.00
Facilities Capital Project Coordinator	0.20	0.00	0.20	0.00	0.20	0.00	0.15	0.00	(0.05)	0.00
Financial Analyst III	0.05	0.00	0.05	0.00	0.05	0.00	0.05	0.00	0.00	0.00
Financial Analyst I	0.00 0.20	0.00 0.00	0.00 0.20	0.00 0.00	0.00 0.20	0.00 0.00	0.10 0.20	0.00 0.00	0.10	0.00 0.00
Operations Manager Contracts Compliance Administrator	0.20	0.00	0.20	0.00	0.20	0.00	0.20	0.00	0.00	0.00
Procurement Coordinator	0.20	0.00	0.20	0.00	0.20	0.00	0.20	0.00	0.00	0.00
Prop Maint & Oper. Superintendent	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Senior Facilities Capital Projects Coordinator	0.05	0.00	0.05	0.00	0.05	0.00	0.05	0.00	0.00	0.00
Storekeeper III	0.00	0.00	0.00	0.00	0.00	0.00	0.20	0.00	0.20	0.00
Storekeeper II	0.20	0.00	0.20	0.00	0.20	0.00	0.00	0.00	(0.20)	0.00
Facilities Zone Manager	0.70	0.00	0.70	0.00	0.70	0.00	0.70	0.00	0.00	0.00
Senior Administrative Manager Municipal Service Worker III	0.40 0.30	0.00 0.00	0.40 0.30	0.00 0.00	0.40 0.30	0.00 0.00	0.20 0.40	0.00 0.00	(0.20) 0.10	0.00 0.00
Tradesworker II	0.30	0.00	0.30	0.00	0.30	0.00	0.20	0.00	0.10	0.00
Tradesworker I	1.50	0.00	1.50	0.00	1.50	0.00	1.50	0.00	0.00	0.00
Subtotal - Fund	4.75	+ 0.00 PT		+ 0.00 PT		+ 0.00 PT	4.75	+ 0.00 PT		+ 0.00 PT
	-	·		-	-			-		

		REVISED		REVISED EV 2022		ADOPTED EV 2023		POSED		ROP 23 ADOI	P
FLEET MANAGEMENT	F	FY 2021		FY 2022		FY 2023	FY 2	2024	0	ver/(Under)	
Internal Service Fund											
Division Director Fleet Management	0.00	0.00	1.00	0.00	1.00	0.00	1.00	0.00	0.00	0.00	
Assistant Division Director Fleet Management	0.00	0.00	1.00	0.00	1.00	0.00	1.00	0.00	0.00	0.00	
Fleet Mgmt. Division Assistant Director Senior Administrative Manager	1.00 1.00	0.00 0.00	0.00 1.00	0.00 0.00	0.00 1.00	0.00 0.00	0.00 1.00	0.00	0.00	0.00 0.00	
Fleet Manager	1.00	0.00	1.00	0.00	1.00	0.00	1.00	0.00	0.00	0.00	
Fleet Operations Supervisor	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	
Warehouse Supervisor	1.00	0.00	1.00	0.00	1.00	0.00	1.00	0.00	0.00	0.00	
Fleet Service Representative	3.00	0.00	3.00	0.00	3.00	0.00	3.00	0.00	0.00	0.00	
Mechanic III Mechanic II	6.00 5.00	0.00 0.00	6.00 5.00	0.00 0.00	6.00 5.00	0.00 0.00	6.00 5.00	0.00 0.00	0.00	0.00 0.00	
Office Associate IV	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	
Office Associate V	1.00	0.00	1.00	0.00	1.00	0.00	1.00	0.00	0.00	0.00	
Division Total	19.00	+ 0.00 PT	20.00	+ 0.00 PT		+ 0.00 PT	20.00 +			+ 0.00	PT
BEACH MAINTENANCE General Fund											
Beach Maintenance Director	1.00	0.00	1.00	0.00	1.00	0.00	1.00	0.00	0.00	0.00	
Field Inspection Supervisor	0.00	0.00	1.00	0.00	1.00	0.00	1.00	0.00	0.00	0.00	
Field Monitor	1.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	
Municipal Service Worker III	1.00	0.00	1.00	0.00	1.00	0.00	1.00	0.00	0.00	0.00	
Municipal Service Worker II	1.00	0.00	1.00	0.00	1.00	0.00	3.00	0.00	2.00	0.00	
Municipal Service Worker I Division Total	6.00	0.00 + 0.00 PT	2.00 6.00	0.00 + 0.00 PT	2.00 6.00	0.00 + 0.00 PT	0.00 6.00 +	0.00 0.00 PT	(2.00)	0.00 + 0.00	PT
ASSET MANAGEMENT	0.00	1 0.00 11	0.00	7 0.00 11	0.00	7 0.00 11	0.00	0.00 11	0.00	. 0.00	
General Fund											
Asset Manager	1.00	0.00	1.00	0.00	1.00	0.00	1.00	0.00	0.00	0.00	
Administrative Officer Financial Analyst II	1.00 0.00	0.00 0.00	1.00 0.00	0.00 0.00	1.00 1.00	0.00 0.00	1.00 1.00	0.00	0.00	0.00 0.00	
Real Estate Asset Specialist	0.00	0.00	1.00	0.00	1.00	0.00	1.00	0.00	0.00	0.00	
Division Total	2.00	+ 0.00 PT	3.00	+ 0.00 PT	4.00	+ 0.00 PT	4.00 +	0.00 PT	0.00	+ 0.00	PT
Subtotal - Fund	8.00	+ 0.00 PT	9.00	+ 0.00 PT	10.00	+ 0.00 PT	10.00 +		0.00	+ 0.00	PT
DEPARTMENT TOTAL	64.07	+ 0.00 PT	66.07	+ 0.00 PT	67.07	+ 0.00 PT	68.08 +	0.00 PT	1.01	+ 0.00	PT
PARKING											
ADMINISTRATION Enterprise Fund											
Enterprise Fund Parking Director	1.00	0.00	1.00	0.00	1.00	0.00	1.00	0.00	0.00	0.00	
Administrative Services Manager	1.00	0.00	1.00	0.00	1.00	0.00	1.00	0.00	0.00	0.00	
Sr. Systems Analyst	3.00	0.00	3.00	0.00	3.00	0.00	0.00	0.00	(3.00)	0.00	
Engineering Assistant I	1.00	0.00	1.00	0.00	1.00	0.00	1.00	0.00	0.00	0.00	
Code Violations Clerk	0.00	0.00	0.00	0.00	0.01	0.00	0.01	0.00	0.00	0.00	
Contract Compliance Administrator	0.00 0.00	0.00 0.00	1.00 0.00	0.00 0.00	1.00 0.00	0.00 0.00	1.00 1.00	0.00	0.00 1.00	0.00 0.00	
Lead Software Engineer Neighborhood Affairs Division Director	0.00	0.00	0.00	0.00	0.00	0.00	0.01	0.00	0.01	0.00	
Neighborhood Affairs Manager	0.01	0.00	0.01	0.00	0.01	0.00	0.00	0.00	(0.01)	0.00	
Neighborhood Affairs Coordinator	0.03	0.00	0.03	0.00	0.03	0.00	0.03	0.00	0.00	0.00	
Parking Administration Manager	1.00	0.00	1.00	0.00	1.00	0.00	1.00	0.00	0.00	0.00	
Revenue Processor I	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	
Revenue Processor II Office Associate V	0.00 1.00	0.00 0.00	0.00 1.00	0.00 0.00	0.00 1.00	0.00 0.00	0.00 1.00	0.00	0.00	0.00 0.00	
Office Associate IV	0.00	0.00	0.00	0.00	0.00	0.00	1.00	0.00	1.00	0.00	
Office Associate III	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	
Parking Account Coordinator	1.00	0.00	2.50	0.00	2.50	0.00	1.50	0.00	(1.00)	0.00	
Parking Admin Specialist	2.00	0.00	2.00	0.00	2.00	0.00	2.00	0.00	0.00	0.00	
Parking Account Supervisor Software Engineer III	1.00 0.00	0.00 0.00	1.00 0.00	0.00 0.00	1.00 0.00	0.00 0.00	1.00 1.00	0.00	0.00 1.00	0.00 0.00	
Software Engineer II	0.00	0.00	0.00	0.00	0.00	0.00	1.00	0.00	1.00	0.00	
Senior Management Analyst	1.00	0.00	1.00	0.00	1.00	0.00	1.00	0.00	0.00	0.00	
Division Total	13.04	+ 0.00 PT	15.54	+ 0.00 PT	15.55	+ 0.00 PT	15.55 +	0.00 PT	0.00	+ 0.00	PT
ON-STREET PARKING Enterprise Fund											
Assistant Director	0.00	0.00	1.00	0.00	1.00	0.00	1.00	0.00	0.00	0.00	
Contract Compliance Administrator	1.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	
Municipal Service Worker III	6.00	0.00	9.00	0.00	9.00	0.00	9.00	0.00	0.00	0.00	
Municipal Service Worker II	2.00	0.00	4.00	0.00	4.00	0.00	4.00	0.00	0.00	0.00	
Municipal Service Worker I Parking Account Coordinator	1.00 0.50	0.00 0.00	1.00 0.50	0.00 0.00	1.00 0.50	0.00 0.00	1.00 0.50	0.00	0.00	0.00 0.00	
Painter Coordinator	2.00	0.00	2.00	0.00	2.00	0.00	2.00	0.00	0.00	0.00	
Parking Dispatcher	2.00	5.00	4.00	3.00	4.00	3.00	5.00	1.00	1.00	(2.00)	
Parking Enforcement Spec I	15.00	29.00	25.00	25.00	25.00	25.00	30.00	20.00	5.00	(5.00)	
Parking Enforcement Operations Supervisor	0.00	0.00 0.00	0.00	0.00	0.00	0.00	6.00	0.00	6.00	0.00	
Parking Meter Technician II Parking Meter Technician I	2.00 8.00	2.00	0.00 1.00	0.00 0.00	0.00 1.00	0.00 0.00	0.00 1.00	0.00 0.00	0.00 0.00	0.00 0.00	
Parking Operations Manager	1.00	0.00	2.00	0.00	2.00	0.00	2.00	0.00	0.00	0.00	
Parking Operations Supervisor	6.00	0.00	7.00	0.00	7.00	0.00	1.00	0.00	(6.00)	0.00	
Senior Parking Operations Manager	2.00	0.00	1.00	0.00	1.00	0.00	1.00	0.00	0.00	0.00	
Sign Maker Division Total	0.00 48.50	1.00 + 37.00 PT	0.00 57.50	1.00 + 29.00 PT	0.00 57.50	1.00 + 29.00 PT	1.00 64.50 +	0.00 21.00 PT	1.00 7.00	(1.00)	PT
OFF-STREET PARKING	40.30	r 57.00 FI	37.30	+ 27.00 FI	57.50	. 27.00 FI	U-4.50 +	£1.00 FI	7.00	, (0.00)	- 11
Enterprise Fund					1						
Assistant Director	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	
Senior Parking Operations Manager Sr. Capital Projects. Coordinator (CIP)	1.00 0.25	0.00 0.00	0.00 0.25	0.00 0.00	0.00 0.25	0.00 0.00	0.00	0.00	0.00 (0.25)	0.00 0.00	
Sr. Project Manager	0.00	0.00	0.00	0.00	0.00	0.00	0.25	0.00	0.25	0.00	
Contract Compliance Administrator	0.00	0.00	0.00	0.00	0.00	0.00	1.00	0.00	1.00	0.00	
Landscape Contracts Administrator	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	
Parking Account Coordinator	1.50	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	
Office Associate IV Municipal Service Worker III	0.00 1.00	0.00 0.00	0.05 1.00	0.00 0.00	0.05 1.00	0.00 0.00	0.05 1.00	0.00	0.00	0.00 0.00	
Municipal Service Worker II	1.00	0.00	1.00	0.00	1.00	0.00	1.00	0.00	0.00	0.00	
Program Supervisor	0.00	0.00	0.25	0.00	0.25	0.00	0.00	0.00	(0.25)	0.00	
Management Analyst	0.00	0.00	0.00	0.00	0.00	0.00	0.25	0.00	0.25	0.00	
Excellence Program Assessor	0.00	1.50	0.00	1.50	0.00	1.50	0.00	1.50	0.00	0.00	
Painter Excilities Capital Projects Coordinator	2.00	0.00	2.00	0.00	2.00	0.00	2.00 0.00	0.00	0.00	0.00 0.00	
Facilities Capital Projects Coordinator Facilities Zone Manager	0.00 1.00	0.00 0.00	0.00 1.00	0.00 0.00	0.00 1.00	0.00 0.00	1.00	0.00	0.00	0.00	
Parking Operations Manager	1.00	0.00	1.00	0.00	1.00	0.00	1.00	0.00	0.00	0.00	
Parking Operations Supervisor	6.00	0.00	8.00	0.00	8.00	0.00	8.00	0.00	0.00	0.00	
Parks Operations Supervisor	1.00	0.00	1.00	0.00	1.00	0.00	0.00	0.00	(1.00)	0.00	n-
Division Total DEPARTMENT TOTAL	15.75 77.29	+ 1.50 PT + 38.50 PT	15.55 88.59	+ 1.50 PT + 30.50 PT		+ 1.50 PT + 30.50 PT	15.55 + 95.60 +			+ 0.00 + (8.00)	PT PT
DEFARIMENT TOTAL	,,,47	, 00.30 PI	00.07	+ 00.30 FI	00.00	. 00.30 PI	75.00 +	11.30 FI	,.00	(0.00)	

FAMES CREATIONS FINE AL STREET CREATION STREE			REVISED FY 2021			EVISED Y 2022			ADOPTED FY 2023			ROPC					23 ADOF	•
Security Company Com	PARKS & RECREATION		F1 2021		·	1 2022			F1 2023			FI ZU	124			Jver/(Jnder)	
The As Exposing Science Company of the Associated Science Company of the A																		
Field & Expendition Authority Process. 2 0		1.00	0.00		1.00	0.00		1.00			1.00		0.00		0.00		0.00	
Fine Description Charges Charges (Charges) Fine Description Charges (Charges) Fine Des																		
Administracy Ciliper 1 00 0 00 0 00 00 00 00 00 00 00 00 00 0																		
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Affects Manager 100 0,000 1,0																		
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Research Program Austrach Monegage 2 00	Contracts Compliance Administrator	1.00	0.00			0.00		1.00	0	0.00	1.00		0.00		0.00		0.00	
Administry Aller 1																		
Other Associate 1,000 1,000 1,000 1,000 1,000 1,000 0,000 1,000 0,																		
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Lise fils Monages 1.00 1.00 1.00 1.00 1.00 1.00 1.00 1.																		
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Managing Interview Water 200		1.00	0.00															
Managed Service Windows 1,00 1,																		
Municipal Services Windows Windows Transmiss 0.00																		
Part September 2.00																		
The Supervisor Fine Supervisor																		
The Facility Management of Pages Concellentation Project Concellent Project Systems (1997) 11 100 10		3.00			3.00	0.00		3.00	0	0.00	3.00		0.00		0.00		0.00	
The List Recompliant Supervisor 2,00	Park Facilities Manager																	
The Grand II	Parks & Recreation Project Coordinator																	
The Good of Management of Management (1966) and (1966)																		
Prod Ground Part Service 10.00 13.00 13.00 13.00 10.00 1																		
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Tracelsenowhear I - Facilities Menanger (1.00			40.00			40.00		0.00	40	0.00			40.00		0.00		0.00	
Inclusionary Aider [Part hame/Sessionary] Including Air Annual Air Annu																		
Storekeeper																		
Division Florida 136,00																		
PARK RANGER PROGRAM General Fund General Fun				PT			PT					+		PT		+		PT
Face Ranger Manager Ma	PARK RANGER PROGRAM																	
Face Ranger Assistant Manager Ranger Assistant Manager Ranger Assistant Manager Ranger Supervisor		0.00	0.00		0.00	0.00		0.00							0.00		0.00	
Park Ranger Supervisor																		
EACH MAINTENANCE General Fund	Park Ranger Supervisor																	
BEACH MAINTENANCE	Park Ranger																	
Seach Administration		12.00	+ 21.00	PT	22.00	+ 17.00	PT	32.00	+ 7	.00 PT	48.00	+	0.00	PT	16.00	+	(7.00)	PT
Beach Maintenance Director 0.00																		
Municipal Services Worker II		0.00	0.00		0.00	0.00		0.00	0	.00	0.00		0.00		0.00		0.00	
Municipal Service Worker		0.00			0.00			0.00			0.00		0.00		0.00			
Municipal Service Worker 0.00 0																		
NORTH SHORE TENNIS CENTER General Fund Genera																		
NORTH SHORE TENNIS CENTER				PT			PT					+		PT		+		PT
Recreation Program Supervisor 0.00	NORTH SHORE TENNIS CENTER					,,,,,	Ť											
Recreation Leader		0															0.5-	
Municipal Service Worker 0.00																		
Municipal Service Worker I																		
Division Total 0.00																		
Ceneral Fund Cene	Division Total			PT			PT							PT				PT
Recreation Program Supervisor 1.00 0.00 1.00 0.00 1.00 0.00 1.00 0.0																		
Recretion Leader 1.00 3.00 1.00 3.00 1.00 3.00 1.00 3.00 1.00 3.00 0.		1.00	0.00		1.00	0.00		1.00	^	100	1.00		0.00		0.00		0.00	
Municipal Service Worker 1,00 0,00 1,00 0,00 1,00 0,00 1,00 0,00 1,00 0																		
PARKS & RECREATION City Center RDA Fund Convention Center Park	Municipal Service Worker I					0.00												
City Center RDA Fund 1.00 2.00 1.00 2.00 1.00 2.00 3.00 0.00 2.00 1.00 2.00 PT 2.0	Division Total	3.00	3.00	PT		3.00	PT	3.00	3	.00 PT	3.00		3.00	PT	0.00		0.00	PT
Park Ranger 1.00 2.00 1.00 2.00 1.00 2.00 1.00 2.00 3.00 0.00 2.00 2.00 2.00 2.00 7 7 7 7 7 7 7 7 7																		
Subtotal - Fund 1.00 + 2.00 PT 1.00 + 2.00 PT 1.00 + 2.00 PT 1.00 + 2.00 PT 3.00 + 0.00 PT 2.00 + (2.00) PT		1.00	2.00		1.00	2.00		1.00	2	.00	3,00		0.00		2.00		(2.00)	
PARKS & RECREATION	Subtotal - Fund			PT			PT					+		PT		+		PT
Municipal Service Worker II (Convention Center Park) 0.00 0	PARKS & RECREATION						T											
Municipal Service Worker Convention Center Park 0.00		0															0.5-	
Subtotal - Fund 0.00 + 0.00 PT 0.00 PT 0.00 + 0.00 PT 0.00 PT 0.00 + 0.00 PT 0																		
CHIDREN'S TRUST GRANTS Special Revenue Fund				PT			PT					4		PT		4		PT
Special Revenue Fund 0.00 3.00 0.00 3.00 0.00 3.00 0.00 3.00 0.00 3.00 0.00 3.00 0.00		5.00	. 0.00		0.00	, 3.00		0.00	. 0	11	5.00	-	5.00		0.00	-	0.00	
Subtotal Fund 0.00 + 3.00 PT 0.00 + 0.00 PT 0.00 PT 0.00 + 0.00 PT	Special Revenue Fund																	
DEPARTMENT GF TOTAL 151.00 + 205.00 PT 161.00 + 201.00 PT 171.00 + 191.00 PT 189.00 + 189.00 PT 180.0 + (2.00) PT 180.00 PT 18							_1											
DEPARTMENT RDA TOTAL 1.00 + 2.00 PT 1.00 + 2.00 PT 1.00 + 2.00 PT 3.00 + 0.00 PT 2.00 + (2.00) PT DEPARTMENT ENTERPRISE FUND TOTAL 0.00 + 0.00 PT 0.00 P																		
DEPARTMENT ENTERPRISE FUND TOTAL 0.00 + 0.00 PT 0.00																		
DEPARTMENT SPECIAL REVENUE FUND TOTAL 0.00 + 3.00 PT 0.00 + 3.00 PT 0.00 + 3.00 PT 0.00 + 3.00 PT 0.00 + 0.00 PT																		
DEPARTMENT GRAND TOTAL 152.00 + 210.00 PT 162.00 + 206.00 PT 172.00 + 196.00 PT 192.00 + 192.00 PT 20.00 + (4.00) PT	DEPARTMENT SPECIAL REVENUE FUND TOTAL	0.00	+ 3.00	PT	0.00	+ 3.00	PT	0.00	+ 3	.00 PT	0.00	+	3.00	PT	0.00	+	0.00	PT
	DEPARTMENT GRAND TOTAL	152.00	+ 210.00	PT	162.00	+ 206.00	PT	172.00	+ 19	6.00 PT	192.00	+	192.00	PT	20.00	+	(4.00)	PT

		REVISED FY 2021			EVISED		ADOPTED FY 2023		OPOSED Y 2024		ROP 23 ADOP ver/(Under)	
PUBLIC WORKS		FT 2021		•	7 2022		FT 2023	F	1 2024	0	ver/(Under)	
ADMINISTRATION												
General Fund												
Public Works Director	0.25	0.00		0.25	0.00	0.25	0.00	0.25	0.00	0.00	0.00	
Executive Office Associate I	0.00	0.00		0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	
Office Associate IV Office Associate V	0.00 1.00	0.00		1.00 1.00	0.00 0.00	1.00 1.00	0.00 0.00	1.00 1.00	0.00 0.00	0.00	0.00 0.00	
Division		+ 0.00	PT	2.25	+ 0.00 PT		+ 0.00 PT		+ 0.00 P		+ 0.00	PT
ENGINEERING	1.20	. 0.00		2.20	. 0.00	2.20	. 0.00	2.20	1 0.00 11	0.00	. 0.00	
General Fund												
City Engineer	1.00	0.00		1.00	0.00	1.00	0.00	1.00	0.00	0.00	0.00	
Assistant City Engineer	0.00	0.00		0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	
ADA Coordinator	1.00	0.00		1.00	0.00	1.00	0.00	1.00	0.00	0.00	0.00	
Chief Elevator Inspector	1.00	0.00		1.00	0.00	1.00	0.00	1.00	0.00	0.00	0.00	
City Surveyor City Surveyor Manager	0.00 1.00	0.00 0.00		0.00 1.00	0.00 0.00	0.00 1.00	0.00 0.00	0.00 1.00	0.00 0.00	0.00	0.00 0.00	
City Surveyor	0.00	0.00		0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	
Civil Engineer I	0.00	0.00		0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	
Civil Engineer II	0.00	0.00		0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	
Civil Engineer III	0.00	0.00		0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	
Construction Manager	1.00	0.00		1.00	0.00	1.00	0.00	1.00	0.00	0.00	0.00	
Elevator Inspector Manager	0.00	0.00		1.00	0.00	1.00	0.00	1.00	0.00	0.00	0.00	
Engineering Assistant I	0.00	0.00		0.00	0.00	2.00	0.00	1.00	0.00	(1.00)	0.00	
Engineering Assistant II	3.00	0.00		3.00	0.00	3.00	0.00	3.00	0.00	0.00	0.00	
Engineering Assistant III	0.00	0.00		0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	
Engineering Manager Finance Manager	0.00	0.00		0.00	0.00	0.00	0.00 0.00	0.00	0.00 0.00	0.00	0.00 0.00	
Financial Analyst III	0.00	0.00		0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	
Office Associate III	2.00	0.00		1.00	0.00	1.00	0.00	1.00	0.00	0.00	0.00	
Office Associate IV	2.00	0.00		2.00	0.00	2.00	0.00	2.00	0.00	0.00	0.00	
Office Associate V	1.00	0.00		1.00	0.00	1.00	0.00	1.00	0.00	0.00	0.00	
Outdoor Dining Program Coordinator	0.00	0.00		0.00	0.00	0.00	0.00	1.00	0.00	1.00	0.00	
Principal Engineer	3.00	0.00		3.00	0.00	3.00	0.00	3.00	0.00	0.00	0.00	
Project Engineer	4.30	0.00		4.30	0.00	4.30	0.00	4.30	0.00	0.00	0.00	
Regulatory Compliance Manager	1.00	0.00		1.00	0.00	1.00	0.00	1.00	0.00	0.00	0.00	
Right of Way Manager Senior GIS Analyst	1.00 1.00	0.00 0.00		1.00 1.00	0.00	1.00 1.00	0.00 0.00	1.00	0.00 0.00	0.00	0.00 0.00	
Senior GIS Analyst Senior Management Analyst	0.25	0.00		0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	
Senior Principal Engineer	1.00	0.00		1.00	0.00	1.00	0.00	1.00	0.00	0.00	0.00	
Sr. Elevator Inspector	2.00	0.00		1.00	0.00	1.00	0.00	1.00	0.00	0.00	0.00	
Division			PT	25.55	+ 0.00 PT		+ 0.00 PT		+ 0.00 PT		+ 0.00	PT
GREENSPACE MAINTENANCE												
General Fund												
Greenspace Division Director	1.00	0.00		1.00	0.00	1.00	0.00	1.00	0.00	0.00	0.00	
Greenspace Assistant Division Director	0.00	0.00		1.00	0.00	1.00	0.00	1.00	0.00	0.00	0.00	
Assistant Public Works Director	0.50	0.00		0.50	0.00	0.50	0.00	0.50	0.00	0.00	0.00	
Senior Special Projects Manager Administrative Aide I	0.00	0.00 0.00		1.00 0.00	0.00	1.00 0.00	0.00 0.00	1.00 0.00	0.00 0.00	0.00	0.00 0.00	
Contracts Compliance Administrator	1.00	0.00		0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	
Greenspace Superintendent	1.00	0.00		1.00	0.00	1.00	0.00	1.00	0.00	0.00	0.00	
Heavy Equipment Operator I	1.00	0.00		1.00	0.00	1.00	0.00	1.00	0.00	0.00	0.00	
Irrigation Systems Supervisor	0.00	0.00		0.00	0.00	1.00	0.00	1.00	0.00	0.00	0.00	
Landscape Inspector	2.00	0.00		2.00	0.00	2.00	0.00	2.00	0.00	0.00	0.00	
Municipal Service Worker I	1.00	0.00		0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	
Municipal Service Worker II	1.00	0.00		1.00	0.00	1.00	0.00	1.00	0.00	0.00	0.00	
Municipal Service Worker III	1.00	0.00		1.00	0.00	1.00	0.00	1.00	0.00	0.00	0.00	
Office Associate IV	0.00	0.00		0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	
Park Operations Supervisor	1.00	0.00		1.00	0.00	1.00	0.00	1.00	0.00	0.00	0.00	
Park Supervisor Parks Superintendent	2.00 0.00	0.00		2.00 0.00	0.00 0.00	2.00 0.00	0.00 0.00	2.00 0.00	0.00 0.00	0.00	0.00 0.00	
Tree Trimmer	3.00	0.00		2.00	0.00	2.00	0.00	2.00	0.00	0.00	0.00	
Subtotal -			PT	14.50	+ 0.00 PT		+ 0.00 PT		+ 0.00 P1		+ 0.00	PT
City Center RDA Fund												
Municipal Service Worker II	2.00	0.00		2.00	0.00	2.00	0.00	2.00	0.00	0.00	0.00	
Municipal Service Worker I	3.00	0.00		3.00	0.00	3.00	0.00	3.00	0.00	0.00	0.00	
Tree Trimmer	1.00	0.00		1.00	0.00	1.00	0.00	1.00	0.00	0.00	0.00	
Subtotal - Division		+ 0.00	PT PT	6.00 20.50	+ 0.00 PT + 0.00 PT	6.00 21.50	+ 0.00 PT + 0.00 PT		+ 0.00 PT		+ 0.00	PT PT
SANITATION	10iui 21.30	+ 0.00	FI	20.30	+ 0.00 PT	21.30	+ 0.00 PT	21.30	+ 0.00 P	0.00	→ 0.00	
Enterprise Fund	1											
Sanitation Director	1.00	0.00		1.00	0.00	1.00	0.00	1.00	0.00	0.00	0.00	
Assistant Public Works Director	0.50	0.00		0.50	0.00	0.50	0.00	0.50	0.00	0.00	0.00	
Assistant Sanitation Director	1.00	0.00		1.00	0.00	1.00	0.00	1.00	0.00	0.00	0.00	
Admin Support Manager	0.00	0.00		0.00	0.00	0.00	0.00	1.00	0.00	1.00	0.00	
Administrative Aide II	0.00	0.00		0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	
Administrative Aide I	0.00	0.00		0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	
Customer Service Representative Program Supervisor	0.00	0.00 0.00		0.00 0.25	0.00 0.00	0.00 0.25	0.00 0.00	2.00 0.00	0.00 0.00	2.00 (0.25)	0.00 0.00	
Management Analyst	0.00	0.00		0.23	0.00	0.23	0.00	0.00	0.00	0.25	0.00	
Excellence Program Assessor	0.00	1.50		0.00	1.50	0.00	1.50	0.00	1.50	0.00	0.00	
Cat Program Coordinator	0.00	0.00		1.00	0.00	1.00	0.00	1.00	0.00	0.00	0.00	
Cat Trapper	0.00	0.00		0.00	0.00	0.00	0.00	1.00	0.00	1.00	0.00	
Heavy Equipment Operator I	10.00			10.00	0.00	10.00	0.00	10.00	0.00	0.00	0.00	
Heavy Equipment Operator II	1.00	0.00		1.00	0.00	1.00	0.00	2.00	0.00	1.00	0.00	
Municipal Service Worker I	40.00			40.00	0.00	40.00	0.00	27.00	0.00	(13.00)	0.00	
Municipal Service Worker II	63.00			63.00	0.00	63.00	0.00	62.00	0.00	(1.00)	0.00	
Municipal Service Worker III	23.00			27.00	0.00	27.00	0.00	27.00	0.00	0.00	0.00	
Office Associate III Office Associate IV	2.00 1.00	0.00		2.00 1.05	0.00 0.00	2.00 1.05	0.00 0.00	2.00 1.05	0.00 0.00	0.00	0.00 0.00	
Permit Ombudsman	0.00	0.00		0.00	0.00	0.00	0.00	0.01	0.00	0.00	0.00	
Sanitation Operations Supervisor	6.00	0.00		7.00	0.00	7.00	0.00	8.00	0.00	1.00	0.00	
Sanitation Business Manager	1.00	0.00		1.00	0.00	1.00	0.00	0.00	0.00	(1.00)	0.00	
Sanitation Superintendent	2.00	0.00		2.00	0.00	2.00	0.00	2.00	0.00	0.00	0.00	
	0.00	0.00		0.00	0.00	0.00	0.00	1.00	0.00	1.00	0.00	
Solid Waste Contract Compliance Administrator												
	Fund 151.50	+ 1.50	PT PT	157.80 157.80	+ 1.50 PT + 1.50 PT	157.80	+ 1.50 PT + 1.50 PT	149.81	+ 1.50 PT + 1.50 PT	(7.99)	+ 0.00 + 0.00	PT PT

			REVISED FY 2021			REVISED FY 2022			ADOP				ROPOSI FY 2024					23 ADOF	•
STREETS/STREETLIGHTS			1 2021			FT 2022			FY 20	123			FY 2024	4			Over/(U	naer)	
General Fund																			
Infrastructure Division Director		1.00	0.00		0.25	(0.00	0.25		0.00		0.25		0.00		0.00		0.00	
Infrastructure Division Assistant Director		0.00	0.00		0.25	(0.00	0.25		0.00		0.25		0.00		0.00		0.00	
Buyer		0.00	0.00		0.00		0.00	0.00		0.00		0.00		0.00		0.00		0.00	
Civil Engineer II		0.00	0.00		0.00		0.00	0.00		0.00		0.00		0.00		0.00		0.00	
Civil Engineer I		0.00	0.00		0.00		0.00	0.00		0.00		0.00		0.00		0.00		0.00	
Electrician Supervisor		1.00	0.00		1.00		0.00	1.00 3.00		0.00		1.00		0.00		0.00		0.00	
Engineering Assistant I Field Inspector I		4.00 0.00	0.00 0.00		0.00		0.00	0.00		0.00		3.00 0.00		0.00		0.00		0.00	
Financial Analyst III		0.20	0.00		0.20		0.00	0.00		0.00		0.00		0.00		0.00		0.00	
Heavy Equipment Operator I		2.00	0.00		2.00		0.00	2.00		0.00		2.00		0.00		0.00		0.00	
Mason		3.00	0.00		3.00		0.00	3.00		0.00		3.00		0.00		0.00		0.00	
Masonry Helper		1.00	0.00		1.00	(0.00	1.00		0.00		1.00		0.00		0.00		0.00	
Municipal Service Worker I		1.00	0.00		1.00	(0.00	1.00		0.00		1.00		0.00		0.00		0.00	
Municipal Service Worker II		1.00	0.00		1.00		0.00	1.00		0.00		1.00		0.00		0.00		0.00	
Municipal Service Worker III		1.00	0.00		1.00		0.00	1.00		0.00		1.00		0.00		0.00		0.00	
Office Associate V		0.20	0.00		0.00		0.00	0.00		0.00		0.00		0.00		0.00		0.00	
Administrative Support Manager		0.00	0.00		0.20		0.00	0.20		0.00		0.20		0.00		0.00		0.00	
Principal Engineer		0.30	0.00 0.00		0.30		0.00	0.30		0.00		0.00		0.00		(0.30)		0.00	
Project Engineer Procurement Coordinator		0.00	0.00		1.00 0.25		0.00 0.00	0.25		0.00		1.30 0.25		0.00		0.30		0.00	
Storekeeper I		0.25	0.00		0.25		0.00	0.25		0.00		0.25		0.00		0.00		0.00	
Storekeeper II		0.25	0.00		0.25		0.00	0.25		0.00		0.25		0.00		0.00		0.00	
Storekeeper III		0.25	0.00		0.25		0.00	0.25		0.00		0.25		0.00		0.00		0.00	
Street Lighting Technician I		4.00	0.00		4.00		0.00	4.00		0.00		4.00		0.00		0.00		0.00	
Street Lighting Technician II		4.00	0.00		4.00		0.00	4.00		0.00		4.00		0.00		0.00		0.00	
Street Operations Supervisor		1.00	0.00		1.00		0.00	1.00		0.00		1.00		0.00		0.00		0.00	
Streets Supervisor		0.00	0.00		0.00		0.00	0.00		0.00		0.00		0.00		0.00		0.00	
Warehouse Supervisor	T	0.25	0.00	D=	0.25		0.00	0.25		0.00		0.25		0.00		0.00		0.00	
Division Div	n Total	25.95	+ 0.00	PT	25.45	+ (0.00 P	25.45	+	0.00	PT 2	25.45	+	0.00	PT	0.00	+	0.00	PT
Enterprise Fund																			
Public Works Director		0.25	0.00		0.25	(0.00	0.25		0.00		0.25		0.00		0.00		0.00	
Infrastructure Division Director		0.00	0.00		0.25		0.00	0.25		0.00		0.25		0.00		0.00		0.00	
Infrastructure Division Assistant Director		1.00	0.00		0.25		0.00	0.25		0.00		0.25		0.00		0.00		0.00	
Administrative Aide I		3.00	0.00		1.00		0.00	1.00		0.00		0.00		0.00		(1.00)		0.00	
Assistant City Engineer		0.33	0.00		0.33		0.00	0.33		0.00		0.33		0.00		0.00		0.00	
Assistant Pumping Mechanic		0.66	0.00		0.66	(0.00	0.66		0.00		0.66		0.00		0.00		0.00	
Backflow Coordinator		0.00	0.00		0.00	(0.00	0.00		0.00		1.00		0.00		1.00		0.00	
Buyer		0.00	0.00		0.00		0.00	0.00		0.00		0.00		0.00		0.00		0.00	
Civil Engineer I		0.00	0.00		0.00		0.00	0.00		0.00		0.00		0.00		0.00		0.00	
Civil Engineer II		0.00	0.00		0.00		0.00	0.00		0.00		0.00		0.00		0.00		0.00	
Civil Engineer III		0.00	0.00		0.00		0.00	0.00		0.00		0.00		0.00		0.00		0.00	
Control Room Operator		2.64	0.00		2.64		0.00	2.64		0.00		3.63		0.00		0.99		0.00	
Control Room Supervisor Electrician		0.33	0.00 0.00		0.33 0.66		0.00 0.00	0.33		0.00		0.33 0.66		0.00		0.00		0.00	
Electrician Supervisor		0.33	0.00		0.33		0.00	0.33		0.00		0.33		0.00		0.00		0.00	
Engineering Assistant I		0.66	0.00		0.33		0.00	0.33		0.00		0.00		0.00		(0.33)		0.00	
Financial Analyst III		0.25	0.00		0.50		0.00	0.50		0.00		0.50		0.00		0.00		0.00	
GIS Manager		0.33	0.00		0.33	(0.00	0.33		0.00		0.33		0.00		0.00		0.00	
Meter Services Supervisor		1.00	0.00		1.00	(0.00	1.00		0.00		1.00		0.00		0.00		0.00	
Municipal Service Worker II		1.00	0.00		1.00	(0.00	1.00		0.00		1.00		0.00		0.00		0.00	
Office Associate III		1.00	0.00		3.00		0.00	3.00		0.00		3.00		0.00		0.00		0.00	
Office Associate IV		0.00	0.00		0.00		0.00	0.00		0.00		1.00		0.00		1.00		0.00	
Office Associate V		0.25	0.00		0.00		0.00	0.00		0.00		0.00		0.00		0.00		0.00	
Administrative Support Manager		0.00	0.00		0.25		0.00	0.25		0.00		0.25		0.00		0.00		0.00	
Planning & Design Manager		0.50	0.00		0.50		0.00	0.50		0.00		0.50		0.00		0.00		0.00	
Principal Engineer Procurement Coordinator		0.45 0.25	0.00 0.00		0.45 0.25		0.00 0.00	0.45 0.25		0.00		0.58 0.25		0.00		0.13		0.00	
Project Engineer		0.23	0.00		1.11		0.00	1.11		0.00		1.31		0.00		0.00		0.00	
Neighborhood Affairs Division Director		0.00	0.00		0.00		0.00	0.00		0.00		0.06		0.00		0.06		0.00	
Neighborhood Affairs Manager		0.06	0.00		0.06		0.00	0.06		0.00		0.00		0.00		(0.06)		0.00	
Neighborhood Affairs Coordinator		0.19	0.00		0.19		0.00	0.19		0.00		0.18		0.00		(0.01)		0.00	
Permit Ombudsman		0.00	0.00		0.00		0.00	0.00		0.00		0.12		0.00		0.12		0.00	
Public Information Specialist		0.00	0.00		0.00		00.0	0.00		0.00		0.00		0.00		0.00		0.00	
Pump Shop Supervisor		0.00	0.00		0.00		0.00	0.00		0.00		0.00		0.00		0.00		0.00	
Pumping Mechanic		2.98	0.00		2.98		0.00	2.98		0.00		2.98		0.00		0.00		0.00	
Pumping Operations Supervisor		0.33	0.00		0.33		0.00	0.33		0.00		0.33		0.00		0.00		0.00	
Senior GIS Analyst		0.30	0.00		0.30		0.00	0.30		0.00		0.30		0.00		0.00		0.00	
Senior Management Analyst		0.25	0.00 0.00		0.00		0.00 0.00	0.00		0.00		0.00 0.33		0.00		0.00		0.00	
Sewer Supervisor Storekeeper I		0.33	0.00		0.33		0.00	0.33		0.00		0.33		0.00		0.00		0.00	
Storekeeper II		0.25	0.00		0.25		0.00	0.25		0.00		0.25		0.00		0.00		0.00	
Storekeeper III		0.25	0.00		0.25		0.00	0.25		0.00		0.25		0.00		0.00		0.00	
Streets Supervisor		0.00	0.00		0.00		0.00	0.00		0.00		0.00		0.00		0.00		0.00	
Water and Sewer Superintendent		0.00	0.00		1.00		0.00	1.00		0.00		1.00		0.00		0.00		0.00	
Warehouse Supervisor		0.25	0.00		0.25		0.00	0.25		0.00		0.25		0.00		0.00		0.00	
Water Distribution System Operator A-D		9.00	0.00		10.00		0.00	10.00)	0.00	1	0.00		0.00		0.00		0.00	
Water Field Operations Supervisor		1.00	0.00		1.00		0.00	1.00		0.00		1.00		0.00		0.00		0.00	
Water Meter Supervisor		2.00	0.00		2.00		0.00	2.00		0.00		2.00		0.00		0.00		0.00	
Water Meter Technician A-D		8.00	0.00		8.00		0.00	8.00		0.00		7.00		0.00		(1.00)		0.00	
Water Meter Technician I		1.00	0.00		1.00		0.00	1.00		0.00		1.00		0.00		0.00		0.00	
Water Meter Technician II		1.00	0.00 0.00		1.00		0.00 0.00	1.00 0.00		0.00		1.00 0.00		0.00		0.00		0.00	
Water Pipefitter Water Supervisor		2.00	0.00		0.00 2.00		0.00	2.00		0.00		2.00		0.00		0.00		0.00	
	n Total	46.11		PT	46.61		0.00 P		+			2.00 17.71		0.00	PT	1.10	+	0.00	PT
DIVISIO		70.11	. 5.00		-3.01		00 1	40.0		0.00	· · , _ ^			3.00	- ' '			5.00	

		REVISED		REVISED		ADOPTED		ROPOSED		PROP 23 ADOP
SEWER OPERATIONS		FY 2021		FY 2022		FY 2023	F	Y 2024		Over/(Under)
Enterprise Fund										
Public Works Director	0.25	0.00	0.25	0.00	0.25	0.00	0.25	0.00	0.00	0.00
Infrastructure Division Director	0.00	0.00	0.25	0.00	0.25	0.00	0.25	0.00	0.00	0.00
Infrastructure Division Assistant Director	0.00	0.00	0.25	0.00	0.25	0.00	0.25	0.00	0.00	0.00
Assistant City Engineer	0.33	0.00	0.33	0.00	0.33	0.00	0.33	0.00	0.00	0.00
Assistant Pumping Mechanic	0.66	0.00	0.66	0.00	0.66	0.00	0.66	0.00	0.00	0.00
Buyer Civil Engineer I	0.00	0.00 0.00								
Civil Engineer II	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Civil Engineer III	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Control Room Operator	2.64	0.00	2.64	0.00	2.64	0.00	3.63	0.00	0.99	0.00
Control Room Supervisor	0.33	0.00	0.33	0.00	0.33	0.00	0.33	0.00	0.00	0.00
Electrician	0.66	0.00	0.66	0.00	0.66	0.00	0.66	0.00	0.00	0.00
Electrician Supervisor	0.33	0.00	0.33	0.00	0.33	0.00	0.33	0.00	0.00	0.00
Engineering Assistant I Financial Analyst III	0.66 0.25	0.00 0.00	0.33 0.50	0.00 0.00	0.33 0.50	0.00 0.00	0.00 0.50	0.00	(0.33)	0.00 0.00
GIS Analyst	0.23	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
GIS Manager	0.33	0.00	0.33	0.00	0.33	0.00	0.33	0.00	0.00	0.00
Heavy Equipment Operator II	1.00	0.00	1.00	0.00	1.00	0.00	1.00	0.00	0.00	0.00
Office Associate III	1.00	0.00	1.00	0.00	1.00	0.00	1.00	0.00	0.00	0.00
Office Associate IV	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Office Associate V	0.25	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Administrative Support Manager	0.00	0.00	0.25	0.00	0.25	0.00	0.25	0.00	0.00	0.00
Planning & Design Manager Principal Engineer	0.50 0.45	0.00 0.00	0.50 0.45	0.00 0.00	0.50 0.45	0.00 0.00	0.50 0.58	0.00	0.00 0.13	0.00 0.00
Procurement Coordinator	0.43	0.00	0.45	0.00	0.43	0.00	0.36	0.00	0.13	0.00
Project Engineer	0.78	0.00	1.11	0.00	1.11	0.00	1.31	0.00	0.20	0.00
Public Information Manager	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Public Information Officer	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Neighborhood Affairs Division Director	0.00	0.00	0.00	0.00	0.00	0.00	0.04	0.00	0.04	0.00
Neighborhood Affairs Manager Neighborhood Affairs Coordinator	0.06 0.17	0.00 0.00	0.06 0.17	0.00 0.00	0.06 0.17	0.00 0.00	0.00 0.12	0.00	(0.06)	0.00 0.00
Pump Shop Supervisor	0.17	0.00	0.17	0.00	0.17	0.00	0.12	0.00	0.00	0.00
Pumping Mechanic	1.98	0.00	1.98	0.00	1.98	0.00	1.98	0.00	0.00	0.00
Pumping Operations Supervisor	0.33	0.00	0.33	0.00	0.33	0.00	0.33	0.00	0.00	0.00
Senior GIS Analyst	0.30	0.00	0.30	0.00	0.30	0.00	0.30	0.00	0.00	0.00
Senior Management Analyst	0.25	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Sewer Field Operations Supervisor	1.00	0.00	1.00	0.00	1.00	0.00	1.00	0.00	0.00	0.00
Sewer Pipefitter	3.00 2.33	0.00 0.00	3.00 2.33	0.00 0.00	3.00 2.33	0.00 0.00	3.00 2.33	0.00	0.00	0.00 0.00
Sewer Supervisor Storekeeper I	0.25	0.00	0.25	0.00	0.25	0.00	0.25	0.00	0.00	0.00
Storekeeper II	0.25	0.00	0.25	0.00	0.25	0.00	0.25	0.00	0.00	0.00
Storekeeper III	0.25	0.00	0.25	0.00	0.25	0.00	0.25	0.00	0.00	0.00
Warehouse Supervisor	0.25	0.00	0.25	0.00	0.25	0.00	0.25	0.00	0.00	0.00
Waste Water Collection Operator A-D	8.00	0.00	8.00	0.00	8.00	0.00	8.00	0.00	0.00	0.00
Division Total STORMWATER	ıl 29.09	+ 0.00 PT	29.59	+ 0.00 P	29.59	+ 0.00 PT	30.51	+ 0.00 I	PT 0.92	+ 0.00 PT
Enterprise Fund										
Public Works Director	0.25	0.00	0.25	0.00	0.25	0.00	0.25	0.00	0.00	0.00
Infrastructure Division Director	0.00	0.00	0.25	0.00	0.25	0.00	0.25	0.00	0.00	0.00
Infrastructure Division Assistant Director	0.00	0.00	0.25	0.00	0.25	0.00	0.25	0.00	0.00	0.00
Assistant City Engineer	0.34	0.00	0.34	0.00	0.34	0.00	0.34	0.00	0.00	0.00
Administrative Aide I	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Assistant Pumping Mechanic Buyer	1.68	0.00 0.00	1.68 0.00	0.00 0.00	1.68 0.00	0.00 0.00	1.68 0.00	0.00	0.00	0.00 0.00
Civil Engineer I	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Civil Engineer II	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Civil Engineer III	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Clerk Typist	1.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Control Room Operator	2.72	0.00	2.72	0.00	2.72	0.00	3.74	0.00	1.02	0.00
Control Room Supervisor	0.34	0.00	0.34 2.68	0.00	0.34	0.00 0.00	0.34	0.00 0.00	0.00	0.00 0.00
Electrician Electrician Supervisor	2.68 0.34	0.00 0.00	0.34	0.00 0.00	2.68 0.34	0.00	2.68 0.34	0.00	0.00	0.00
Engineering Assistant I	0.68	0.00	0.34	0.00	0.34	0.00	0.00	0.00	(0.34)	0.00
Field Inspector	2.00	0.00	2.00	0.00	2.00	0.00	2.00	0.00	0.00	0.00
Financial Analyst III	0.30	0.00	0.55	0.00	0.55	0.00	0.55	0.00	0.00	0.00
GIS Analyst	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
GIS Manager	0.34	0.00	0.34	0.00	0.34	0.00	0.34	0.00	0.00	0.00
Heavy Equipment Operator II Heavy Equipment Operator I	0.00 1.00	0.00 0.00	0.00 1.00	0.00 0.00	0.00 1.00	0.00 0.00	0.00 1.00	0.00 0.00	0.00	0.00 0.00
Office Associate III	1.00	0.00	1.00	0.00	1.00	0.00	1.00	0.00	0.00	0.00
Office Associate IV	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Office Associate V	0.30	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Administrative Support Manager	0.00	0.00	0.30	0.00	0.30	0.00	0.30	0.00	0.00	0.00
Principal Engineer Procurement Coordinator	1.80 0.25	0.00 0.00	1.80 0.25	0.00	1.80 0.25	0.00 0.00	1.84 0.25	0.00 0.00	0.04 0.00	0.00 0.00
Project Engineer	1.14	0.00	1.48	0.00 0.00	1.48	0.00	1.78	0.00	0.00	0.00
Public Information Officer	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Neighborhood Affairs Division Director	0.00	0.00	0.00	0.00	0.00	0.00	0.06	0.00	0.06	0.00
Neighborhood Affairs Manager	0.06	0.00	0.06	0.00	0.06	0.00	0.00	0.00	(0.06)	0.00
Neighborhood Affairs Coordinator	0.18	0.00	0.18	0.00	0.18	0.00	0.18	0.00	0.00	0.00
Pump Shop Supervisor	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Pumping Mechanic Pumping Operations Supervisor	2.04 0.34	0.00 0.00	2.04 0.34	0.00 0.00	2.04 0.34	0.00 0.00	2.04 0.34	0.00 0.00	0.00	0.00 0.00
Senior GIS Analyst	1.40	0.00	1.40	0.00	1.40	0.00	1.40	0.00	0.00	0.00
Senior Management Analyst	0.25	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Sewer Supervisor	0.34	0.00	0.34	0.00	0.34	0.00	0.34	0.00	0.00	0.00
Storekeeper I	0.25	0.00	0.25	0.00	0.25	0.00	0.25	0.00	0.00	0.00
Storekeeper II	0.25	0.00	0.25	0.00	0.25	0.00	0.25	0.00	0.00	0.00
Storekeeper III	0.25	0.00	0.25	0.00	0.25	0.00	0.25	0.00	0.00	0.00
Stormwater Operator A-D Stormwater Superintendent	6.00 1.00	0.00 0.00	6.00 1.00	0.00	6.00 1.00	0.00 0.00	6.00 1.00	0.00	0.00	0.00 0.00
Stormwater Superintendent Stormwater Supervisor	1.00	0.00	1.00	0.00	1.00	0.00	1.00	0.00	0.00	0.00
Warehouse Supervisor	0.25	0.00	0.25	0.00	0.25	0.00	0.25	0.00	0.00	0.00
Division Total		+ 0.00 PT		+ 0.00 P		+ 0.00 PT	32.29		PT 1.02	+ 0.00 PT
DEPARTMENT TOTAL	L 333.72	+ 1.50 PI	339.02	+ 1.50 P	T 342.02	+ 1.50 PT	337.07	+ 1.50 I	PT (4.95)	+ 0.00 PT

Table Part			REVISED			REVISED			ADOPT				ROPO					23 ADO	P
Second	TRANSPORTATION MGMT		FY 2021			FY 2022			FY 20:	23			FY 20	24			over/(l	Jnder)	
Acquired Front Properties 100																			
Administration Amongs 100 0.00		1.00	0.00		1.00	0.0	00	1.00		0.00		1.00		0.00		0.00		0.00	
Administration Amongs 100 0.00																			
Negation of Maria Disson (Processed 0.00																			
No.		0.00	0.00		0.00	0.0	00	0.00		0.00		0.06		0.00		0.06		0.00	
President						0.0	00												
Climar Automative		0.21	0.00		0.21	0.0	00	0.21		0.00		0.18		0.00				0.00	
Clinar Autoritis		0.00	0.00		1.00	0.0	00	1.00		0.00		1.00		0.00				0.00	
Second Property property 1.00 0																			
Transportion Manager 1.00		1.00																	
Trangent nearbery of special process (100 of 100 of																			
Finds																			
Traile Engine Control Spendorp (
Transport Experience E		1.00	0.00		1.00	0.0	00	1.00		0.00				0.00		0.00		0.00	
Page - Improved																			
Management Ambright																			
Part																			
PRIS SUPPRISSION																			
Superplace Chemical Superp				PT					+		PT		+		PT		+		PT
Superplace Chemical Superp																			
Content March Content Conten																			
France 100																			
Descript Carbon																			
Assistant Process Charles (1997) (199	Fire Chief																		
Fire Design Chee																			
Fire Cappairs 16.00		2.00	0.00		2.00	0.0	00	2.00		0.00		0.00		0.00		(2.00)		0.00	
Fire Cappairs 16.00																			
Fig. Independent	Fire Captain																		
Fredglight																			
Comparison Com			0.00			0.0										(2.00)			
Office Associate 1,00				PT					+		PT		+		PT		+		PT
Public Solidy Physical Administration 0.00																			
Palles Safety Amengement and Budgalf Analysis 0.00																			
Financial Analyses 1,00																			
France Company Compa																			
Fine Authorisation Services Manages 100 000 100 000 100 000 100 000																			
Person Total Tot				PT					+		PT		+		PT		+		PT
RESCUE Connect Fund																			PT
Canner Free																			
Fine Discission Chief 1,00																			
Fire Captorin		1.00	0.00		1.00	0.0	00	1.00		0.00		1.00		0.00		0.00		0.00	
Fire Designation 32,00																			
Finds																			
Chica Associate 1																			
Office Associate 1.00				DT							DT				DT				DT
Office Associate No. 1.00 0.00 1.00 0.00 1.00 0.0				- ''							- ' '				- ' '				
BAS Monger/Infection Control Officer 1,00 0,00 1,00 0,00 1,00 0,00 1,00 0,0																			
Substand - Carlian 3,00 * 0,00 FT 3,00 * 0,00 FT 3,00 * 0,00 FT 3,00 * 0,00 FT 0,00 * 0,00																			
Peter Name				DT							DT				DT				DT
PREVENTION General Fund																			
Canada		93.00	+ 0.00	FI	93.00	+ 0.1	00 FI	93.00	+	0.00	rı .	93.00	+	0.00	FI	0.00	+	0.00	FI
Fine Distribution Chief/Fine Marshall																			
Assistant Fire Marshall Fire Captain 0,00 0,00 0,00 0,00 0,00 0,00 0,00 0,0		1.00	0.00		1.00	0.1	00	1.00		0.00		1.00		0.00		0.00		0.00	
Fine Capylation																			
Five Indeplacement																			
Finefigher																			
Finefigher			0.00			0.0	00												
Subtotal - Sworn 1,00																			
Administrative Ausistant 1,00																			
Clerk Typist				PT					+		PT		+		PT		+		PT
Date Entry Clerk																			
Office Associate																			
Office Associated 1,00																			
Tachical Assistant to the Fire Marshall																			
Chief Fire Protection Analyst																			
Senior Fire Protection Analyst 0.00																			
Fire Protection Analyst 7,00																			
Fire Inspector Supervisor Fire Inspector 1																			
Fire Inspect of																			
Subtotal - Civilian 18.00 + 0.00 PT 18																			
Division Total 19.00 + 0.00 PT 19.00 + 0.00 PT 19.00 + 0.00 PT 19.00 + 0.00 PT 10.00 + 0.000 PT 10.00 + 0.00 PT 10.00																			
Support SERVICES																			PT
Centeral Fund		19.00	+ 0.00	PT	19.00	+ 0.0	UO PT	19.00	+	0.00	PT	20.00	+	0.00	PT	1.00	+	0.00	PT
Fire Division Chief 1.00																			
Fire Captain Fire Captain 1.00 0.00 1.00 0.00 1.00 0.														'					l
Fire Lieutenant 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.																			
Subtotal - Sworn 2.00																			
Comparison Com																			
Radio Systems Administrator				PT					+		PT		+		PT		+		PT
Fire Equipment Mechanic 2.00 0.00 2.00 0.00 2.00 0.00 2.00 0.00																			
Fleet Operations Supervisor																			
Information Tech Spec II																			
Information Tech Spec II	Fleet Operations Supervisor		0.00			0.0	00	1.00				1.00							
Subtotal - Civilian 4.00 + 0.00 PT 4.00 + 0.00 PT 5.00 + 0.00 PT 5.00 + 0.00 PT 0.00 + 0.00 PT PT PT PT PT PT PT	Information Tech Spec II		0.00		0.00	0.0	00	1.00		0.00		1.00		0.00	!	0.00		0.00	
TRAINING Concern Fund Concern Concer			+ 0.00				00 PT	5.00	+			5.00	+	0.00			+		PT
TRAINING		6.00	+ 0.00	PT	6.00	+ 0.0	00 PT	7.00	+	0.00	PT	7.00	+	0.00	PT	0.00	+	0.00	PT
Fire Training Division Chief																			
Fire Training Division Chief	General Fund																		
Fire Captain		1.00	0.00		1.00	0.0	00	1.00		0.00		1.00		0.00		0.00		0.00	
Fire Lieutenant 0.00 0.00 0.00 0.00 0.00 0.00 0.00 1.00 0.00 1.00 0.00 0.00 FT 0.00 PT																			
Subtotal - Sworn 2.00 + 0.00 PT 2.00 + 0.00 PT 2.00 + 0.00 PT 3.00 + 0.00 PT 1.00 PT 1.																			
Office Associate IV				PT					+		PT		+		PT		+		PT
Subtotal - Civilian 1.00 + 0.00 PT 0.00 0.00 PT																			
				PT					+		PT		+		PT		+		PT
	Division Total	3.00	+ 0.00	PT	3.00	+ 0.0	00 PT	3.00	+	0.00	PT	4.00	+	0.00	PT	1.00	+	0.00	PT

			REVISE				REVISE				ADOP				ROPO					23 ADO	P
OCEAN RESCUE			FY 202	21			FY 202	22			FY 20	23			FY 20	24		C	ver/(L	Inder)	
General Fund		1.00				1.00						0.00		1.00		0.00					
Ocean Rescue Division Chief		1.00		0.00		1.00		0.00		1.00		0.00		1.00		0.00		0.00		0.00	
Ocean Rescue Deputy Division Chief		0.00		0.00		0.00		0.00		0.00		0.00		0.00		0.00		0.00		0.00	
Beach Patrol Operations Supervisor		2.00		0.00		2.00		0.00		2.00		0.00		2.00		0.00		0.00		0.00	
Office Associate V		1.00		0.00		1.00		0.00		1.00		0.00		1.00		0.00		0.00		0.00	
Office Associate III		1.00		0.00		1.00		0.00		1.00		0.00		1.00		0.00		0.00		0.00	
Lifeguard Lieutenant		7.00		0.00		7.00		0.00		7.00		0.00		7.00		0.00		0.00		0.00	
Lifeguard II		22.00		0.00		22.00		0.00		22.00		0.00		22.00		0.00		0.00		0.00	
Lifeguard I		61.00		47.00		65.00		47.00		65.00		47.00		69.00		30.00		4.00		(17.00)	
LG I (Seasonal/Summer -DST)		0.00		0.00		0.00		0.00		0.00		0.00		0.00		0.00		0.00		0.00	
	Subtotal Division	95.00		47.00	PT	99.00		47.00	PT	99.00	+	47.00	PT	103.00	+	30.00	PT	4.00	+	(17.00)	PT
PUBLIC SAFETY COMMUNICATIONS UNIT	Division Total	95.00	+	47.00	PT	99.00	+	47.00	PT	99.00	+	47.00	PT	103.00	+	30.00	PT	4.00	+	(17.00)	PT
General Fund																					
PSCU Administrator		1.00		0.00		1.00		0.00		1.00		0.00		1.00		0.00		0.00		0.00	
PSCU Deputy Administrator		1.00		0.00		1.00		0.00		1.00		0.00		1.00 0.00		0.00		(1.00)		0.00	
		1.00		0.00								0.00		1.00				0.00		0.00	
Business Intelligence Engineer		1.00		0.00		1.00 1.00		0.00		1.00 1.00		0.00		3.00		0.00		2.00		0.00	
Communications Manager		6.00		0.00		6.00		0.00		6.00		0.00		6.00		0.00		0.00		0.00	
Communications Supervisor				0.00								0.00		1.00				0.00		0.00	
911 Communications Records Custodian		1.00				1.00		0.00		1.00						0.00					
Dispatcher/Dispatcher Trainee		21.00		0.00		21.00		0.00		21.00		0.00		21.00		0.00		0.00		0.00	
Quality Assurance Officer		3.00		0.00		3.00		0.00		3.00		0.00		2.00		0.00		(1.00)		0.00	
Radio Systems Administrator		1.00		0.00	ļ	1.00		0.00		1.00		0.00		1.00		0.00		0.00		0.00	
Terminal Agency Coordinator		1.00		0.00		1.00		0.00		1.00		0.00		1.00		0.00		0.00		0.00	
Complaint Operator II		9.00		0.00	ļ	10.00		0.00		10.00		0.00		10.00		0.00		0.00		0.00	
Communications Operator		19.00 0.00		0.00	ļ	18.00 0.00		0.00		18.00 0.00		0.00		18.00		0.00		0.00		0.00	
Office Associate IV					ļ									1.00		0.00		1.00			
Office Associate III	Division Total	1.00		0.00	PT	1.00		0.00	PT	1.00	+	0.00	PT	0.00 66.00		0.00	PT	0.00	+	0.00	PT
EMERGENCY MANAGEMENT	ומוסו ווסומו	00.00	+	0.00	61	00.00	+	0.00	1.1	00.00	+	0.00	61	00.00	+	0.00	r ı	0.00	-	0.00	6.1
General Fund																					
Emergency Management Division Administrator		1.00		0.00		1.00		0.00		1.00		0.00		1.00		0.00		0.00		0.00	
Emergency Management Coordinator		2.00		0.00	ļ	2.00		0.00		2.00		0.00		2.00		0.00		0.00		0.00	
Financial Analyst III		0.00		0.00	ļ	0.00		0.00		0.00		0.00		0.00		0.00		0.00		0.00	
Financial Analyst I		1.00		0.00		1.00		0.00		1.00		0.00		1.00		0.00		0.00		0.00	
Emergency Management Specialist		0.00		0.00		0.00		0.00		0.00		0.00		0.00		0.00		0.00		0.00	
Emergency Management Technician		2.00		0.00		2.00		0.00		2.00		0.00		2.00		0.00		0.00		0.00	
Office Associate IV		0.00		0.00		0.00		0.00		0.00		0.00		0.00		0.00		0.00		0.00	
	Division Total	6.00	+	0.00	PT	6.00	+	0.00	PT	6.00	+	0.00	PT	6.00	+	0.00	PT	0.00	+	0.00	PT
DEPAR	TMENT TOTAL	410.00	+	47.00	PT	414.00	+	47.00	PT	442.00	+	47.00	PT	448.00	+	30.00	PT	6.00	+	(17.00)	PT
POLICE***																					
OFFICE OF THE CHIEF																					
General Fund																					
Chief of Police		1.00		0.00		1.00		0.00		1.00		0.00		1.00		0.00		0.00		0.00	
Deputy Chief of Police		0.00		0.00		1.00		0.00		1.00		0.00		1.00		0.00		0.00		0.00	
Assistant Chief of Police		2.00		0.00		2.00		0.00		2.00		0.00		2.00		0.00		0.00		0.00	
Executive Officer to the Chief		0.00		0.00		1.00		0.00		1.00		0.00		1.00		0.00		0.00		0.00	
Investigator Supervisor		0.00		0.00		0.00		0.00		0.00		0.00		0.00		0.00		0.00		0.00	
Chief of Staff		0.00		0.00		0.00		0.00		0.00		0.00		0.00		0.00		0.00		0.00	
Captain		1.00		0.00		1.00		0.00		1.00		0.00		1.00		0.00		0.00		0.00	
Sergeant		4.00		0.00		4.00		0.00		4.00		0.00		4.00		0.00		0.00		0.00	
Police Officer	C 1 I . C	3.00	+	0.00	PT	3.00 13.00	+	0.00	PT	3.00 13.00	+	0.00	PT	3.00 13.00	+	0.00	PT	0.00	+	0.00	PT
Business Manager	Subtotal - Sworn	1.00	+	0.00	г	1.00	+	0.00	FI	1.00	+	0.00	FI	1.00	+	0.00	FI	0.00	_+	0.00	FI
Assistant City Attorney		0.00		0.00		0.00		0.00		0.00		0.00		0.00		0.00		0.00		0.00	
Legal Secretary		0.00		0.00		0.00		0.00		0.00		0.00		0.00		0.00		0.00		0.00	
Office Associate IV		3.00		0.00	ļ	3.00		0.00		3.00		0.00		3.00		0.00		0.00		0.00	
Office Associate V		2.00		0.00	ļ	2.00		0.00		2.00		0.00		2.00		0.00		0.00		0.00	
Admin Services Manager		0.00		0.00	ļ	0.00		0.00		0.00		0.00		0.00		0.00		0.00		0.00	
Police Grants and Victim Services Manager		1.00		0.00		1.00		0.00		1.00		0.00		0.00		0.00		(1.00)		0.00	
Grants Manager		0.00		0.00		0.00		0.00		0.00		0.00		1.00		0.00		1.00		0.00	
Police Plans & Policy Manager		0.00		0.00	ļ	0.00		0.00		0.00		0.00		0.00		0.00		0.00		0.00	
Police Projects Coordinator		0.00		0.00	ļ	0.00		0.00		0.00		0.00		0.00		0.00		0.00		0.00	
Public Safety Mgmt. & Budget Analyst		1.00		0.00	ļ	1.00		0.00		1.00		0.00		1.00		0.00		0.00		0.00	
Security Operations Manager		1.00		0.00		1.00		0.00		1.00		0.00		1.00		0.00		0.00		0.00	
Senior Admin Manager		0.00		0.00		0.00		0.00		0.00		0.00		1.00		0.00		1.00		0.00	
Executive Office Associate II		1.00		0.00	ļ	1.00		0.00		1.00		0.00		0.00		0.00		(1.00)		0.00	
	Subtotal - Civilian	10.00	+	0.00	PT	10.00	+	0.00	PT	10.00	+	0.00	PT		+	0.00	PT	0.00	+	0.00	PT
Ĭ	Division Total	21.00	+	0.00	PT	23.00	+	0.00	PT	23.00	+	0.00	PT	23.00	+	0.00	PT	0.00	+	0.00	PT
PATROL																					
General Fund																					1
Captain		4.00		0.00		4.00		0.00		4.00		0.00		4.00		0.00		0.00		0.00	
Lieutenant		13.50		0.00	ļ	13.50		0.00		14.50		0.00		14.50		0.00		0.00		0.00	
Sergeant		36.00		0.00		36.00		0.00		37.00		0.00		37.00		0.00		0.00		0.00	
Police Officer		253.00		0.00		254.00		0.00		266.00		0.00		266.00		0.00		0.00		0.00	
	Subtotal - Sworn	306.50	+	0.00	PT	307.50	+	0.00	PT	321.50	+	0.00	PT	321.50	+	0.00	PT	0.00	+	0.00	PT
Homeless Liaison Specialist		1.00		0.00	Ţ	1.00		0.00	Ţ	1.00		0.00	I	1.00		0.00	Ī	0.00		0.00	1
Crime Analyst Manager		0.00		0.00	ļ	0.00		0.00		0.00		0.00		0.00		0.00		0.00		0.00	
Detention Officer		7.00		0.00		8.00		0.00		8.00		0.00		8.00		0.00		0.00		0.00	
School Crossing Guard (PT)		0.00		14.00		0.00		14.00		0.00		14.00		0.00		14.00		0.00		0.00	
School Resource Program Coordinator		1.00		0.00	ļ	1.00		0.00		1.00		0.00		1.00		0.00		0.00		0.00	
Senior Management Consultant		0.00		0.00		1.00		0.00		1.00		0.00		1.00		0.00		0.00		0.00	
Police Public Information Specialist		1.00		0.00		1.00		0.00		1.00		0.00		1.00		0.00		0.00		0.00	
Police Information Resource Specialist		1.00		0.00		1.00		0.00		1.00		0.00		1.00		0.00		0.00		0.00	
Police Special Projects Coordinator		1.00		0.00		0.00		0.00		0.00		0.00		0.00		0.00		0.00		0.00	
Public Safety Specialist		1.00		0.00		1.00		0.00		1.00		0.00		11.00		0.00		10.00		0.00	
				14.00	DT				DT												
	oubtotal - Civilian	13.00			PT	14.00	+	14.00	PT	14.00	+	14.00	PT	24.00	+	14.00	PT	10.00	+	0.00	PT
	Division Total	319.50		14.00	PT	321.50	+	14.00	PT	14.00 335.50	+	14.00	PT PT	24.00 345.50	+	14.00	PT	10.00	+	0.00	PT

			REVISE				REVIS				ADOPT				ROPO					23 ADO	P
			FY 202	1			FY 202	22			FY 20	23			FY 202	24		C	over/(l	Jnder)	
SUPPORT SERVICES																					
General Fund																					
Major		2.00		0.00		2.00		0.00		2.00		0.00		2.00		0.00		0.00		0.00	
Commander		1.00		0.00		1.00		0.00		1.00		0.00		1.00		0.00		0.00		0.00	
Captain		0.00		0.00		0.00		0.00		0.00		0.00		0.00		0.00		0.00		0.00	
Lieutenant		1.00		0.00		1.00		0.00		1.00		0.00		1.00		0.00		0.00		0.00	
Sergeant		6.00		0.00		6.00		0.00		6.00		0.00		6.00		0.00		0.00		0.00	
Police Officer		2.00		0.00		2.00		0.00		2.00		0.00		2.00		0.00		0.00		0.00	
	Subtotal - Sworn	12.00	+	0.00	PT	12.00	+	0.00	PT	12.00	+	0.00	PT	12.00	+	0.00	PT	0.00	+	0.00	PT
Account Clerk I		0.00		0.00		0.00		0.00		0.00		0.00		0.00		0.00		0.00		0.00	
Administrative Aide II		1.00		0.00		0.00		0.00		0.00		0.00		0.00		0.00		0.00		0.00	
Administrative Aide I		2.00		0.00		1.00		0.00		1.00		0.00		0.00		0.00		(1.00)		0.00	
Admin Support Manager		0.00		0.00		1.00		0.00		1.00		0.00		1.00		0.00		0.00		0.00	
Data Entry Clerk		0.00		0.00		0.00		0.00		0.00		0.00		0.00		0.00		0.00		0.00	
		0.00		0.00		1.00		0.00		1.00		0.00		1.00		0.00		0.00		0.00	
Financial Analyst II																					
Firearms Specialist		0.00		0.00		0.00		0.00		0.00		0.00		0.00		0.00		0.00		0.00	
Homeless Liaison Specialist		0.00		0.00		0.00		0.00		0.00		0.00		0.00		0.00		0.00		0.00	
Municipal Service Worker III		2.00		0.00		2.00		0.00		2.00		0.00		2.00		0.00		0.00		0.00	
Office Associate V		5.00		4.00		5.00		4.00		5.00		4.00		5.00		4.00		0.00		0.00	
Office Associate IV		0.00		0.00		1.00		0.00		1.00		0.00		1.00		0.00		0.00		0.00	
Office Associate III		2.00		0.00		2.00		0.00		2.00		0.00		2.00		0.00		0.00		0.00	
Police Accreditation Manager		1.00		0.00		1.00		0.00		1.00		0.00		0.00		0.00		(1.00)		0.00	
Police Plans & Policy Manager		0.00		0.00		0.00		0.00		0.00		0.00		1.00		0.00		1.00		0.00	
Security Specialist		0.00		0.00		0.00		0.00		0.00		0.00		0.00		0.00		0.00		0.00	
Police Training and Wellness Coordinator		0.00		0.00		0.00		0.00		0.00		0.00		1.00		0.00		1.00		0.00	
		1.00		0.00		1.00		0.00		1.00		0.00				0.00		0.00		0.00	
Public Safety Payroll Administrator														1.00							
Property & Evidence Tech II		2.00		0.00		2.00		0.00		2.00		0.00		2.00		0.00		0.00		0.00	
Property & Evidence Tech I		12.00		0.00		12.00		0.00		13.00		0.00		13.00		0.00		0.00		0.00	
	Subtotal - Civilian	28.00		4.00	PT	29.00	+	4.00	PT	30.00	+	4.00	PT	30.00	+	4.00	PT	0.00	+	0.00	PT
	Division Total	40.00	+	4.00	PT	41.00	+	4.00	PT	42.00	+	4.00	PT	42.00	+	4.00	PT	0.00	+	0.00	PT
CRIMINAL INVESTIGATIONS																					
General Fund																					
Major		1.00		0.00		1.00		0.00		1.00		0.00		1.00		0.00		0.00		0.00	
Captain		2.00		0.00		2.00		0.00		2.00		0.00		2.00		0.00		0.00		0.00	
Lieutenant		5.00		0.00		5.00		0.00		5.00		0.00		5.00		0.00		0.00		0.00	
Sergeant		10.00		0.00		11.00		0.00		11.00		0.00		11.00		0.00		0.00		0.00	
Police Officer	61	51.00		0.00		51.00		0.00	D.T.	51.00		0.00	DT	51.00		0.00	DT	0.00		0.00	DT
	Subtotal - Sworn	69.00		0.00	PT	70.00	+	0.00	PT	70.00	+	0.00	PT	70.00	+	0.00	PT	0.00	+	0.00	PT
Administrative Aide II		1.00		0.00		0.00		0.00		0.00		0.00		0.00		0.00		0.00		0.00	
Crime Scene Supervisor		1.00		0.00		1.00		0.00		1.00		0.00		1.00		0.00		0.00		0.00	
Crime Scene Tech II		2.00		0.00		2.00		0.00		2.00		0.00		2.00		0.00		0.00		0.00	
Crime Scene Tech I		9.00		0.00		9.00		0.00		10.00		0.00		10.00		0.00		0.00		0.00	
Victims' Advocate		2.25		0.00		2.25		0.00		2.25		0.00		2.25		0.00		0.00		0.00	
Crime Analyst Supervisor/Manager		0.50		0.00		0.50		0.00		0.50		0.00		0.50		0.00		0.00		0.00	
Crime Analysis Specialist		0.00		0.00		0.00		0.00		0.00		0.00		0.00		0.00		0.00		0.00	
Police Real Time Crime Specialist		6.00		0.00		8.00		0.00		8.00		0.00		8.00		0.00		0.00		0.00	
Office Associate V		1.00		0.00		1.00		0.00		1.00		0.00		1.00		0.00		0.00		0.00	
Office Associate IV		0.00		0.00		1.00		0.00		1.00		0.00		1.00		0.00		0.00		0.00	
Police Information Resource Specialist		1.00		0.00		1.00		0.00		1.00		0.00		1.00		0.00		0.00		0.00	
Public Safety Specialist		2.00		0.00		2.00		0.00		2.00		0.00		2.00		0.00		0.00		0.00	
	Subtotal - Civilian	25.75		0.00	PT	27.75	+	0.00	PT	28.75	+	0.00	PT	28.75	+	0.00	PT	0.00	+	0.00	PT
	Division Total	94.75	+	0.00	PT	97.75	+	0.00	PT	98.75	+	0.00	PT	98.75	+	0.00	PT	0.00	+	0.00	PT
TECHNICAL SERVICES																					
General Fund																					
Captain		1.00		0.00		1.00		0.00		1.00		0.00		1.00		0.00		0.00		0.00	
Lieutenant		1.00		0.00		1.00		0.00		1.00		0.00		1.00		0.00		0.00		0.00	
Sergeant		1.00		0.00		1.00		0.00		1.00		0.00		1.00		0.00		0.00		0.00	
	Subtotal - Sworn	3.00		0.00	PT	3.00	+	0.00	PT	3.00	+	0.00	PT	3.00	+	0.00	PT	0.00	+	0.00	PT
Data Entry Clerk		1.00		0.00		1.00		0.00		1.00		0.00		1.00		0.00		0.00		0.00	
Chief Data Officer		0.00		0.00		0.00		0.00		0.00		0.00		1.00		0.00		1.00		0.00	
Data Architect		1.00		0.00		1.00		0.00		1.00		0.00		0.00		0.00		(1.00)		0.00	
Database Administrator		0.00		0.00		0.00		0.00		0.00		0.00		0.00		0.00		0.00		0.00	
Information Tech Specialist II		2.00		0.00		2.00		0.00		2.00		0.00		2.00		0.00		0.00		0.00	
Information Tech Specialist I		0.00		0.00		0.00		0.00		0.00		0.00		0.00		0.00		0.00		0.00	
Office Associate IV		0.00		0.00		0.00		0.00		0.00		0.00		0.00		0.00		0.00		0.00	
Office Associate III		6.00		0.00		6.00		0.00		6.00		0.00		8.00		0.00		2.00		0.00	
Police Information Resource Specialist		0.00		0.00		0.00		0.00		0.00		0.00		0.00		0.00		0.00		0.00	
		1.00		0.00		1.00		0.00		1.00		0.00		1.00		0.00		0.00		0.00	
Police Technology Services Manager				0.00		1.00		0.00		1.00		0.00		1.00		0.00		0.00		0.00	
Police Records Supervisor				0.00																	
Police Records Supervisor		1.00		0.00		1 00		0.00						1 00		0.00		0.00		0.00	
Police Records Supervisor Police Records Manager		1.00		0.00		1.00		0.00		1.00		0.00		1.00		0.00		0.00		0.00	
Police Records Supervisor Police Records Manager Systems Administrator		1.00 1.00		0.00		1.00		0.00		1.00		0.00		1.00		0.00		0.00		0.00	
Police Records Supervisor Police Records Manager Systems Administrator Police Records Technician		1.00 1.00 1.00		0.00		1.00 1.00		0.00		1.00 1.00		0.00		1.00 1.00		0.00		0.00		0.00	
Police Records Supervisor Police Records Manager Systems Administrator Police Records Technician	Subtotal - Civilian	1.00 1.00 1.00 15.00	+	0.00 0.00 0.00	PT	1.00 1.00 15.00	+	0.00 0.00 0.00	PT	1.00 1.00 15.00	+	0.00 0.00 0.00	PT	1.00 1.00 17.00	+	0.00 0.00 0.00	PT	0.00 0.00 2.00	+	0.00 0.00 0.00	PT
Police Records Supervisor Police Records Manager Systems Administrator Police Records Technician	Subtotal - Civilian Division Total Subtotal - Fund	1.00 1.00 1.00	+ +	0.00	PT PT	1.00 1.00	+ + +	0.00	PT PT	1.00 1.00	+ + + +	0.00	PT PT	1.00 1.00	+ + +	0.00	PT PT PT	0.00	+ + + +	0.00	PT PT PT

			REVISED FY 2021			l i	EVIS	ED		į.	ADO	PTED		P	ROPO	OSED		24 P	ROP	23 ADO	•
			FY 20	021		F	Y 20	22			FY 2	023		1	FY 20	024		C	ver/(Under)	
Resort Tax Fund																					
Lieutenant		1.00		0.00		1.00		0.00		0.00		0.00		0.00		0.00		0.00		0.00	
Sergeant		1.00		0.00		1.00		0.00		0.00		0.00		0.00		0.00		0.00		0.00	
Police Officer		10.00		0.00		10.00		0.00		0.00		0.00		0.00		0.00		0.00		0.00	
	Subtotal - Sworn	12.00	+	0.00	PT	12.00	+	0.00	PT	0.00	+	0.00	PT	0.00	+	0.00	PT	0.00	+	0.00	PT
	Subtotal - Fund	12.00	+	0.00	PT	12.00	+	0.00	PT	0.00	+	0.00	PT	0.00	+	0.00	PT	0.00	+	0.00	PT
City Center RDA Fund																					
Lieutenant		0.50		0.00		0.50		0.00		0.50		0.00		0.50		0.00		0.00		0.00	
Sergeant		3.00		0.00		3.00		0.00		3.00		0.00		3.00		0.00		0.00		0.00	
Police Officer		13.00		0.00		13.00		0.00		13.00		0.00		13.00		0.00		0.00		0.00	
	Sub-total Sworn	16.50	+	0.00	PT	16.50	+	0.00	PT	16.50	+	0.00	PT	16.50	+	0.00	PT	0.00	+	0.00	PT
Crime Analyst Supervisor/Manager		0.50		0.00		0.50		0.00		0.50		0.00		0.50		0.00		0.00		0.00	
Public Safety Specialist		2.00		0.00		2.00		0.00		2.00		0.00		2.00		0.00		0.00		0.00	
	Subtotal - Civilian	2.50	+	0.00	PT	2.50	+	0.00	PT	2.50	+	0.00	PT	2.50	+	0.00	PT	0.00	+	0.00	PT
	Subtotal - Fund	19.00	+	0.00	PT	19.00	+	0.00	PT	19.00	+	0.00	PT	19.00	+	0.00	PT	0.00	+	0.00	PT
Red Light Camera Fund																					
Police Officer		1.00		0.00		1.00		0.00		1.00		0.00		1.00		0.00		0.00		0.00	
	Subtotal - Sworn	1.00	+	0.00	PT	1.00	+	0.00	PT	1.00	+	0.00	PT	1.00	+	0.00	PT	0.00	+	0.00	PT
Property & Evidence Technician I		1.00		0.00		1.00		0.00		1.00		0.00		1.00		0.00		0.00		0.00	
Red Light Camera Violation Examiner		1.00		0.00		1.00		0.00		1.00		0.00		1.00		0.00		0.00		0.00	
	Subtotal - Civilian	2.00	+	0.00	PT	2.00	+	0.00	PT	2.00	+	0.00	PT	2.00	+	0.00	PT	0.00	+	0.00	PT
	Subtotal - Fund	3.00	+	0.00	PT	3.00	+	0.00	PT	3.00	+	0.00	PT	3.00	+	0.00	PT	0.00	+	0.00	PT
Grant Funds																					
Police Officer		0.00		0.00		0.00		0.00		0.00		0.00		0.00		0.00		0.00		0.00	
	Subtotal - Sworn	0.00	+	0.00	PT	0.00	+	0.00	PT	0.00	+	0.00	PT	0.00	+	0.00	PT	0.00	+	0.00	PT
Victims' Advocate		3.75		0.00		3.75		0.00		3.75		0.00		3.75		0.00		0.00		0.00	
	Subtotal - Civilian	3.75	+	0.00	PT	3.75	+	0.00	PT	3.75	+	0.00	PT	3.75	+	0.00	PT	0.00	+	0.00	PT
	Subtotal - Fund	3.75	+	0.00	PT	3.75	+	0.00	PT	3.75	+	0.00	PT	3.75	+	0.00	PT	0.00	+	0.00	PT
	DEPARTMENT TOTAL	531.00	+	18.00	PT	539.00	+	18.00	PT	543.00	+	18.00	PT	555.00	+	18.00	PT	12.00	+	0.00	PT
TOTALS BY FUND																					
GENERAL FUND		1,447.12	+	279.50	PT	1,477.57	+	274.50	PT	1,537.16	+	264.50	PT	1,585.79	+	241.50	PT	48.63	+	(23.00)	PT
ENTERPRISE FUNDS		443.35	+	40.00	PT	465.45	+	32.00	PT	465.46	+	32.00	PT	468.30	+	24.00	PT	2.84	+	(8.00)	PT
INTERNAL SERVICE FUNDS		117.25	+	0.00	PT	119.25	+	0.00	PT	120.70	+	0.00	PT	121.52	+	0.00	PT	0.82	+	0.00	PT
CITY CENTER RDA		32.75	+	2.00	PT	32.75	+	2.00	PT	32.75	+	2.00	PT	34.75	+	0.00	PT	2.00	+	(2.00)	PT
NORTH BEACH CRA		0.00	+	0.00	PT	0.00	+	0.00	PT	0.00	+	0.00	PT	0.10	+	0.00	PT	0.10	+	0.00	PT
GRANTS/OTHER FUNDS		63.53	+	18.50	PT	74.98	+	17.50	PT	63.93	+	17.50	PT	65.54	+	14.50	PT	1.61	+	(3.00)	PT
	TOTALS	2,104.00	+	340.00	PT	2,170.00	+	326.00	PT	2,220.00	+	316.00	PT	2,276.00	+	280.00	PT	56.00	+	(36.00)	PT

*As of FY 2021, the Office of the Inspector General and Building Department are being classified as Non-General Fund Departments
**The position detail for the Department of Housing and Community Services includes full-time and part-time positions fully funded by various Children's Trust and Homeless Trust grants
**The position detail for the Police Department includes Victim's Advocate positions fully funded by VOCA Grant funds, as well as 10 non-sworn Public Safety Specialist positions added for traffic mitigation throughout the City
***Counts in the graph below are based on the annual Adopted Full-Time position counts by fund whereas the itemized details reflected in this document are based on the Amended Full-Time position counts by Fund for previous years

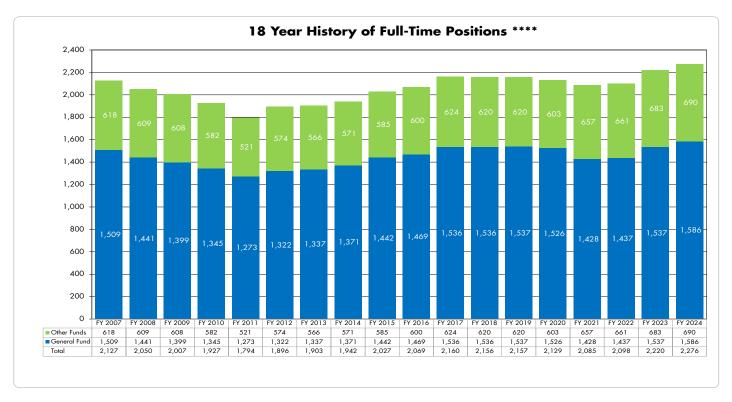


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AC	Air Conditioning	CC/HCVRRA	City Center/Historic Convention Village Redevelopment and Revitalization Area	
ACD	Automated Call Distribution	CCTV	Closed Circuit Television	
ACH	Automated Clearing House	CDBG	Community Development Block Grant	
ADA	Americans with Disabilities Act	CDT	Convention Development Tax	
ADL	Anti-Defamation League	CE CE	Civil Engineer	
AFSCME	American Federation of State, County and Municipal Employees	CEMP	City Emergency Management Plan	
AiPP	Art in Public Places	CPTED	Crime Prevention Through Environmental Design	
ARRA	American Recovery and Reinvestment Act	CERT	Community Emergency Response Team	
AVL	Automatic Vehicle Locator program	CFA	Commission for Florida Law Enforcement Accreditation	
BAC	Budget Advisory Committee	CFAI	Commission on Fire Accreditation	
BIS	Business Information Systems		International	
BOA	Board of Adjustment	CID	Criminal Investigations Division	
BODR	Basis of Design Report	CIE	Capital Improvement Element	
BOMA	Building Owners and Management Association	CIP	Capital Improvement Program	
BTR	Business Tax Receipt	CIU	Criminal Investigations Unit	
BWC	Body Worn Cameras	CLEAR	Clearing of Lanes, Easements, Alleyways, and Right-of-Ways	
CAC	Miami Beach Cultural Arts Council	CMB	City of Miami Beach	
CAD	Computer Aided Design	COI	Certificate of Insurance	
CAD/RMS	Computer Aided Dispatch/Records	COLA	Cost of Living Adjustments	
CAED	Management System	COVID-19	Coronavirus	
CALEA	Comprehensive Annual Financial Report	CPA	Miami Beach Citizens Police Academy	
CALEA	Commission on Accreditation For Law Enforcement	CPI	Consumer Price Index	
CAP	Cultural Affairs Program	СРРВ	Certified Professional Public Buyer	
CAPRA	Commission for Accreditation of Parks	CRS	Community Rating System	
CAREC	and Recreation Agencies Coronavirus Aid, Relief, and Economic Security Act	CSL	Current Service Level	
CARES		CWA	Communication Workers of America	

DCA	Department of Community Affairs	FDOT	Florida Department of Transportation
DERM	Department of Environmental Resources Management	FEMA	Federal Emergency Management Agency
DPI	Department Performance Indicator	FGFOA	Florida Government Finance Officers Association
DRB	Design Review Board	FHA	Federal Highway Administration
E-911	Enhanced 911 (Emergency Services)	FICA	Federal Insurance Contributions Act
EA	Engineering Assistant		
EAR	Evaluation and Appraisal Report	FIND	Florida Inland Navigation District
ECOMB	Environmental Coalition of Miami Beach	FML	Family and Medical Leave
EEOC	Equal Employment Opportunity	FOP	Fraternal Order of Police
	Commission	FPL	Florida Power and Light
EMS	Emergency Medical Service	FT	Full Time
EMSTARS	Emergency Medical Services Training and Reporting System	FTE	Full Time Equivalents
EOC	Emergency Operations Center	FY	Fiscal Year
ERP	Enterprise Resource Planning	GAAP	Generally Accepted Accounting Principles
ERU	Equivalent Residential Unit	GASB	Governmental Accounting Standards
ESP	Employee Suggestion Program		Board
EVT	Emergency Vehicle Technicians	GF	General Fund
FAR	Floor Area Ratio	GFOA	Government Finance Officers Association
FBR	Field Based Reporting	GIS	Geographic Information Systems
FCAT	Florida Comprehensive Assessment Act	GMCVB	Greater Miami Convention and Visitors Bureau
FCC	Federal Communications Commission	GO	General Obligation
FCI	Facility Condition Index		-
FCWPC	Finance and Citywide Projects	GOB	General Obligation Bond
	Committee	GSAF	Governmental Supervisors Association of Florida
FERC	Finance and Economic Resiliency Committee	HCS	Office of Housing and Community Services
FDEP	Florida Department of Environmental Protection	HEO	Heavy Equipment Operator
FDLE 498	Florida Department of Law Enforcement	HMIS	Homeless Management Information System

НОА	Homeowners Association	МВ	Miami Beach	
HOME	Home Investment Partnership Program	MBCC	Miami Beach Convention Center	
HOV/ILEC	High Occupancy Vehicles/ Inherently Low Emission Vehicle	MBERP	Miami Beach Employee Retirement Plan	
		MBPD	Miami Beach Police Department	
HPB	Historic Preservation Board	MBTV	Miami Beach Television	
HPRP	Homeless Prevention Rapid Rehousing Program	MDC	Miami-Dade County	
HR	Human Resources	MDPL	Miami Design Preservation League	
HUD	Housing and Urban Development	MDT	Mobile Data Terminal	
IAFF	International Association of Firefighters	MF	Multi-Family	
IB	International Baccalaureate	MHz	Megahertz	
IBNR	Incurred But Not Reported	MPO	Metropolitan Planning Organization	
IRO	Information Resource Office	MSW	Municipal Service Worker	
ISO	Insurance Services Office	NAP	Network Access Point	
IT	Information Technology	NCAC	Neighborhoods and Community Affairs Committee	
ITB	Invitation to Bid			
ITS	Intelligent Transportation System	NEMS	National Emergency Medical Services nformation System	
IVPM	In Vehicle Parking Meter	NFIP	National Flood Insurance Program	
IVR	Interactive Voice Response	NFIRS	National Fire Incident Reporting System	
JOC	Job Order Contracting	NFPA	National Fire Protection Association	
KIO	Key Intended Outcome	NIGP	National Institute of Governmental Purchasing	
KPI	Key Performance Indicator	NUMB	, and the second	
LED	Light Emitting Diode	NIMS	National Incident Management System	
LEED	Leadership in Energy & Environmental Design	NLA	Neighborhood Leadership Academy	
		NOFA	Notice of Funding Availability	
LETF	Law Enforcement Trust Fund	NQOL	Neighborhood and Quality of Life Committee	
LTC	Letter to the Commission	NSYC	North Shore Park & Youth Center	
LPR	License Plate Recognition	NWS	New World Symphony	
LUSC	Land Use and Sustainability Committee	OMB	Office of Management and Budget	

ODPI	Office of Organizational Development	S.I.U	Strategic Investigations Unit
	Performance Initiatives	SAN	Storage Area Network
OED	Office of Economic Development	SBDC	Small Business Development Council
OPEB	Other Post-Employment Benefits	SETS	Senior Enhancement Transportation
OR	Ocean Rescue	02.0	Service
PAL	Police Athletic League	SF	Single Family
PAYGO	Pay-As-You-Go	SHARE	Self Help and Resource Exchange
PB	Planning Board	SHIP	State Housing Initiatives Partnership
P-Card	Purchasing Card	SOP	Standard Operating Procedure
PCM	Professional Course Management	SW	Stormwater
PD	Police Department	SRYC	Scott Rakow Youth Center
PEU	Property and Evidence Unit	TCD	Tourism and Culture
PMS	Parking Management Systems	TCED	Tourism, Cultural, & Economic
PRR	Public Records Request	T15	Development Department
PSA	Public Service Agreement	TIF	Tax Increment Financing
PSS	Public Safety Specialist	TIGER	Transportation Investment Generating Economic Recovery
PSCU	Public Safety Communications Unit	TOPA	Theatre of Performing Arts
PT	Part Time	UASI	Urban Areas Security Initiative
PTP	People's Transportation Plan	UCR	Uniform Crime Report
RDA	Redevelopment Agency	UPS	Uninterrupted Power Supply
RFP	Request for Proposals	VCA	Miami Beach Visitor and Convention
RFQ	Request for Qualifications	VOCA	Authority
ROI	Return on Investment	VOCA	Victims of Crime Act
ROW	Right-of-Way	VOIP	Voice Over Internet Protocol Miami-Dade Water and Sewer Department
RPP	Residential Parking Program		
RTF S&P	Request to Fill Standard and Poor's	WC	Workers' Compensation
S.C.B.A	Self Contained Breathing Apparatus	Wi-Fi	Wireless Broadband Network

ACCRUAL BASIS OF ACCOUNTING

A basis of accounting in which transactions are recognized at the time they are incurred, as opposed to when cash is received or spent.

AD VALOREM TAXES (a/k/a/ Property Tax)

Taxes paid on the fair market value of land, buildings, and business inventory and equipment. Used to fund general operations and debt service. Also see "Millage Rate".

ADMINISTRATIVE PROGRAMS

Programs comprised of activities that are conducted by all or most business units within an organization. These programs generally support department specified core services.

ADOPTED BUDGET

The financial plan of revenues and expenditures as approved by the City Commissioners at the beginning of the fiscal year.

AMENDMENT

A change to an adopted budget which may increase or decrease a division total. The change must be approved by the City Commissioners.

AMORTIZATION

The process of paying off a debt through scheduled, pre-determined installments that include principal and interest.

APPROPRIATION

Money allocated by the City Commissioners for a specific purpose.

ASSESSED VALUATION

The just or fair market value of land, buildings, and business inventory and equipment as determined on an annual basis by the Property Appraiser in accordance with State law.

BALANCED BUDGET

A balanced budget is a fiscal plan in which the sum of estimated net revenues and appropriated fund balances is equal to appropriations. Florida State Statute 166.241 (2) requires that the amount available from taxation and other sources, including amounts carried over from prior fiscal years, must equal the total appropriations for expenditures and reserves.

BOND

A written promise to pay a sum of money at a specific date (called a maturity date) together with periodic interest detailed in a bond resolution.

BOND FUNDS

Proceeds from the sale of bonds for use in construction of capital facilities. (Sometimes referred to as "Capital Projects Funds"). May be General Obligation or Revenue Bonds.

BUDGET

A balanced fiscal plan of programs, services, and construction projects funded within available revenues, bounded within a specific period of time, usually twelve months.

BUDGET ADJUSTMENT

A revision to the adopted budget occurring during the effective fiscal year as approved by the City Commissioners via an amendment or transfer.

BUDGET CALENDAR

The schedule of key dates involved in the process of adopting and executing the annual budget.

BUDGET HEARING

The public hearing conducted by the City Commissioners to consider and adopt an annual budget.

BUDGET MESSAGE

A brief, written statement presented by the City Manager to explain principal budget issues and to provide policy recommendations to the City Commissioners.

CAPITAL BUDGET

A document that identifies the costs, scheduling and funding of various large capital items over the course of the next fiscal year.

CAPITAL EXPENDITURES

Those expenditures of the city for items that have a value of \$500 or more and a useful life in excess of 1 year. Items that have a cost of less than \$25,000 are budgeted within departmental operating budgets, items of \$25,000 or more are budgeted in the Capital Improvement Program budget.

CAPITAL IMPROVEMENT PLAN

A document that identifies the costs, scheduling and funding of various large capital items over the course of the next five years, not including the upcoming year.

CAPITAL RENEWAL AND REPLACEMENT

Dedicated millage to be used exclusively to provide for renewal and replacement of capital items related to facilities and infrastructure. This additional millage will be reviewed and approved each year by the City Commission as part of the budget process, and will be used exclusively to address major capital replacement and renewal needs for General Fund departments related to those capital expenditures that help to extend the useful life of our facilities and infrastructure. The specific list of projects is submitted to the City Commission for final approval at the second public hearing in September.

CARES ACT

Coronavirus Aid and Economic Security Act, also known as CARES Act, is a \$12.2 trillion economic stimulus bill signed into law on March 27, 2020 in response to the economic fallout from the COVID-19 pandemic.

CITY COMMISSION

The governing body of the City of Miami Beach. The City Commission consists of six elected Commissioners and an elected Mayor. Commissioners are elected for a term of four years with a term limit of two terms. Terms are staggered so that half the members of the Commission are elected every two years. The Mayor is elected every two years.

CITY MANAGER

Chief city administrator, who is appointed by the City Commissioners to oversees the City's Administration.

COMMUNITY DEVELOPMENT BLOCK GRANTS (CDBG)

Programs providing broad-based community services to meet the physical, economic and social needs of the City and to its residents. Programs funded include hot meals for the elderly, Neighborhood improvements, childcare services, Vocational tuition waivers, and other services.

CONTINGENCIES

A budgetary reserve to provide for an emergency or unanticipated expenditure during the fiscal year.

COVID-19

Infectious disease caused by the SARS-COV-2 virus.

DEBT SERVICE

Scheduled payment of principal and interest on outstanding bonds.

DEFICIT

The excess of expenditures over revenues during the fiscal year.

DEPARTMENT PROGRAMS

Programs comprised of activities conducted by a specific business unit (department or division) in order to address core services.

DEPRECIATION

The recognition of declining asset values, over time, as a result of use or obsolescence. Depreciation is not recognized in the budgetary accounts, because the city uses a modified accrual budgetary basis.

ENTERPRISE FUND

A fund which pays for its costs of operations from user fees and does not generally receive property tax support. The City's Enterprise Fund Departments include: Convention Center, Sanitation, Storm Water, Water, Sewer, Parking, and Building.

EXEMPT, EXEMPTION, NONEXEMPT

Amounts determined by state law to be deducted from the assessed value of property for tax purposes. Tax rates are applied to the balance; amounts remaining are called the nonexempt portion of the assessment. Prior to 2008 homesteaded properties in Florida received a \$25,000 exemption on the value of their property. In 2008, as a result of Amendment 1 to the Florida Constitution, an additional amount up to \$25,000 was granted to homesteaded properties. This additional exemption does not apply to the value for School taxes. Other exemptions apply to agricultural land and property owned by widows, the blind, and permanently and totally disabled persons who must meet income requirements. Another provision "Save Our Homes" portability allows property owners to transfer the benefits recognized under "Save our Homes" to another property. Visit the Property Appraiser's website at http://www.miamidade.gov/PA/ for additional information on exemptions.

EXPENDITURES

Decrease in fund financial resources for the procurement of assets or the cost of goods and/or services received.

FINAL MILLAGE

The tax rate adopted in the final public hearing of a taxing authority.

FISCAL YEAR (FY)

The fiscal year for the City of Miami Beach begins on October 1st and ends on September 30th.

FUND

A group of appropriations treated as an entity to meet legal requirements or Generally Accepted Accounting Principles.

FUND BALANCE

The equity or net worth of a general or trust fund resulting from the residual or excess earnings over expenditures from the operations of the agency. These funds, similar to retained earnings of proprietary funds, may be appropriated directly to operating expenditures in order to support the fund.

GENERAL FUND

The governmental accounting fund supported by ad valorem (property) taxes, licenses, and permits, service chargers, and other general revenue to provide Citywide operating services. This may be referred to as the operating fund.

GFOA

Government Finance Officers Association is the professional association of state/provincial and local finance officers in the United States and Canada, and has served the public finance profession since 1906. Members are dedicated to the sound management of governmental financial resources.

GOAL

The primary purpose for which a unit of government exists. A goal reflects an ideal condition or mission statement and is always stated in general terms. Specific objectives further the attainment of a goal.

GRANT

A contribution of assets (usually cash) by one governmental unit or organization to another, given for a specified purpose.

HOMESTEAD EXEMPTION

Every U.S. citizen or legal resident who has legal or equitable title to real property in the State of Florida and who resides thereon and in good faith makes it their permanent home as of January 1st, is entitled to this exemption of \$50,000 on the assessed value of a home.

INDIRECT COST

Costs associated with, but not directly attributed to, the provision of a product or service. These are usually costs incurred by administrative departments in support of operating departments.

INTERFUND TRANSFERS

Budgeted amounts transferred from one fund to another fund. These represent "double counting" of expenditures. Therefore, these amounts are deducted from the total City operating budget to calculate the "net" budget.

INTERNAL SERVICE FUND

The revenues and expenses that are generated through internal service funds. These funds are used to account for the financing of goods and services provided by one department to other departments on a cost-reimbursement basis. The City's Internal Service Fund Departments include: Information Technology, Central Services, Risk Management, Property Management, Fleet Management, and the Office of the Inspector General.

KEY INTENDED OUTCOME (KIO)

Desired result from a program or activity that forms a rational basis for funding a program or activity.

LEVY To impose taxes, special assessments or service charges. Another term used for millage rate.

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To impose taxes, special assessments or service charges. Another term used for millage rate.

LOCAL GOVERNMENT 1/2 CENT SALES TAX

The value of $\frac{1}{2}$ cent of the State sales tax, which is returned to the county of collection and shared by the county and its constituent cities on the basis of population.

LOCAL OPTION GAS TAX

A tax levy of up to six cents on each gallon of motor and special fuels sold, which may be imposed by Dade County in accordance with State law, and which is shared with the cities in the County, including Miami Beach.

LONG TERM DEBT

Debt with a maturity of more than one year.

MILLAGE RATE

One mill equals \$1.00 of tax for each \$1,000 of property value. The millage rate is the total number of mills of tax assessed against this value, establishing a reserve for early payment, delinquencies and equalization. The millage value has been discounted at 95%, as permitted by State law.

MODIFIED ACCRUAL BASIS OF ACCOUNTING

Mixture of cash and accrual basis. Revenues are recorded when both measurable and available. Revenues are considered available when collectible either during the current period or after the end of the current period but in time to pay year-end liabilities. Expenditures are recognized when a transaction or event is expected to draw upon current spendable resources rather than future resources.

OBJECT CODE

An account to which an expense or expenditure is recorded in order to accumulate and categorize the various types of payments that are made by governments. These are normally grouped into personal services, operating expenditures, capital outlay and other categories for budgetary analysis and financial reporting purposes. Certain object codes are mandates by the Stat of Florida Uniform Accounting System.

OBJECTIVES

Measurable and specific accomplishments that work towards fulfilling a goal or area of responsibility. Objectives are usually expressed as quantified service levels to be provided to the public during a specific time period.

OPERATING BUDGET

A balanced fiscal plan for providing governmental programs and services for a single fiscal year.

OPERATING EXPENDITURES

All costs associated with the general operation of a given department. These costs include Professional Services, Electricity, Repair/Maintenance Supplies, Office Supplies, Local Mileage, etc.

PERSONNEL SERVICES

All costs associated with salaries, fringes, and other related employee benefits.

PRIOR YEAR ENCUMBRANCES

Outstanding obligations to purchase goods and/or services which existed at fiscal year-end, reserved in fund balance or retained earnings of all applicable funds, and re-appropriated at the beginning of the consecutive fiscal year.

PRIVATIZATION

Contracting with a private sector entity to deliver services usually provided by the public sector. This transfer of responsibilities usually results in savings to the public sector agency.

PROGRAM

A grouping of closely related activities that facilitate efficient and effective management of a public service.

PROPERTY TAXES

Taxes paid on the assessed or "just" value of land, buildings, business inventory or equipment.

REAL PROPERTY

Land, buildings and other structures attached to it that are taxable under Florida Law.

RESERVE

An account used to indicate that a portion of the budget is legally restricted for a contingency or other lawful purpose and is, therefore, not available for general appropriation.

RETAINED EARNINGS

The accumulated income earned less than the costs incurred during operations and transfers out resulting in the net worth of the fund. Retained Earnings, like Fund Balance, may be appropriated to support the operations of the fund.

REVENUE

Income derived from taxes, fees, and charges. In the broader sense, "revenue" refers to all government income, regardless of source, used to fund services.

REVENUE BOND

A government issued bond whose debt service requirements are meet from the proceeds of a specific revenue source.

REVENUE ESTIMATES

A formal estimate of how much revenue will be earned from a specific revenue source for some future period, such as the next fiscal year.

ROLLED-BACK MILLAGE RATE

That millage will provide the same property tax levy as was levied during the previous fiscal year, exclusive of levies on new construction, additions to structures, deletions and property added due to geographic boundary changes.

SPECIAL REVENUE FUND

A fund used to account for the proceeds of specific revenue sources or to finance specified activities as required by law of administrative regulation.

STATE REVENUE SHARING

Funds distributed by formula to local governments with few or no limits on the purposes for which funds may be used.

TAX BASE

The total property valuations on which each taxing authority levies its tax rate.

TAX ROLL

The certification of assessed taxable values prepared by the Property Appraiser and presented to a taxing authority by July 1 (or later if an extension is granted by the State of Florida) each year.

TAX YEAR

The calendar year in which ad valorem property taxes are levied to finance the ensuing fiscal year's budget.

TAXABLE VALUE

The assessed value minus exemptions, such as the Homestead Exemption, is the taxable value. This value multiplied by the millage rate equals the property tax amount.

TENTATIVE MILLAGE

The tax rate adopted at the first public hearing of a taxing authority. Under state law, the authority may reduce, but not increase, the tentative millage during the budget hearings without providing written notification to all affected property owners.

TRUTH-IN-MILLAGE (TRIM)

Legislation passed by the Florida legislature in 1980 to inform taxpayers which governmental entity is responsible for the taxes levied and the amount of tax liability owed to each taxing entity. TRIM establishes the statutory requirements that all taxing authorities levying a millage must follow, including all notices and budget hearing requirements.

USER CHARGES

The payment of a fee for direct receipt of goods or services by the person benefiting from the services.

APPENDIX III - FUND DEFINITIONS

GENERAL

To account for all financial resources except those required to be accounted for in another fund. Usually applies to funds used for normal operating purposes. Funds are appropriated at the beginning of the year at the time of budget adoption.

SPECIAL REVENUE

To account for the proceeds of specific revenue sources (other than special assessments, expendable trusts, or for major capital projects) that are legally restricted to expenditures for specified purposes. Funds are appropriated at the beginning of the year at the time of budget adoption.

CAPITAL PROJECTS

To account for financial resources to be used for the acquisition or construction of major capital facilities (other than those financed by proprietary funds, Special Assessment Funds, and Trust Funds). Usually funded through the sale of bonds. Funds are appropriated at the beginning of the year at the time of budget adoption.

DEBT SERVICE

To account for the accumulation of resources for, and the payment of, general long-term debt principal and interest. City funds are: General Obligation and Excise Tax Debt Service. Funds are appropriated at the beginning of the year at the time of budget adoption.

ENTERPRISE

To account for operations that are financed and operated in a manner similar to private business enterprises where the intent of the governing body is that the costs (expenses including depreciation) of providing goods or services to the general public on a continuing basis, are financed or recovered primarily through user charges. City funds are: Convention Center, Parking, Sanitation, Water, Sewer, Storm Water, and Building. Funds are appropriated at the beginning of the year at the time of budget adoption.

INTERNAL SERVICE

To account for the financing of goods or services provided by one department or agency to other departments or agencies of the governmental unit, on a cost reimbursement basis. City operations included in this category are: Central Services, Information Technology, Fleet Management, Property Management, Risk Management, Medical and Dental, and the Office of the Inspector General. Funds are appropriated at the beginning of the year at the time of budget adoption.

TRUST AND AGENCY

To account for assets held by a governmental unit in a trustee capacity or as an agent for individuals, private organizations, or other governmental units and/or other funds. These include (a) Expendable Trust Funds, (b) Non-expendable Trust Funds, (c) Pension Trust Funds, and (d) Agency Funds. Funds are appropriated at the beginning of the year at the time of budget adoption.



APPENDIX IV - DIRECTORY

MAYOR AND CITY COMMISSIONERS, 1700 Convention Center Drive, 4th FL	305-673-7030 305-673-7035
Dan Gelber, Mayor Ricky Arriola, Commissioner Laura Dominguez, Commissioner Alex J. Fernandez, Commissioner Steven Meiner, Commissioner David Richardson, Commissioner Kristen Rosen Gonzalez, Commissioner	
ADMINISTRATIVE SUPPORT	
CITY ATTORNEY, 1700 Convention Center Drive, 4th FL Rafael Paz, City Attorney	305-673-7470
CITY CLERK, 1700 Convention Center Drive, 1st FL Rafael Granado, City Clerk	305-673-7411
CENTRAL SERVICES , 1700 Convention Center Drive, 1st FL Keith Valles, Central Services Coordinator	305-673-7480
CITY MANAGER'S OFFICE, 1700 Convention Center Drive, 4th FL Alina T. Hudak, City Manager Eric Carpenter, Deputy City Manager Rickelle Williams, Assistant City Manager Mark J. Taxis, Assistant City Manager Marcia Monserrat, Chief of Intergovernmental & External Affairs	305-673-7010
OFFICE OF INSPECTOR GENERAL , 1130 Washinghton Ave, 6th FL Joseph Centorino, Inspector General	305-673-7020
FINANCE , 1700 Convention Center Drive, 3rd FL Jason Greene, Chief Financial Officer	305-673-7466
GRANTS MANAGEMENT , 1700 Convention Center Drive, 3rd FL Krystal Dobbins, Grants Management Division Director	305-673-7466
EDUCATION & PERFORMANCE INITIATIVES , 1700 Convention Center Drive, 3rd FL Dr. Leslie Rosenfeld, Chief Education Officer	305-673-7710
HUMAN RESOURCES/LABOR RELATIONS , 1700 Convention Center Drive, 3rd FL Marla Alpizar, Human Resources Director	305-673-7524
INFORMATION TECHNOLOGY, 1755 Meridian Avenue, 4th FL Frank Quintana, Chief Information Officer	305-673-7040
MARKETING & COMMUNICATIONS, 1701 Meridian Avenue, 5th Fl Melissa Berthier, Marketing and Communications Director	305-673-7575
OFFICE OF MANAGEMENT & BUDGET (OMB) , 1700 Convention Center Dr. 3rd FL Tameka Otto Stewart, OMB Director	305-673-7510
PROCUREMENT , 1755 Meridian Avenue, 3rd FL Alex Denis, Procurement Director	305-673-7490

APPENDIX IV - DIRECTORY

ECONOMIC DEVELOPMENT & CULTURAL ARTS

	BUILDING DEPARTMENT , 1700 Convention Center Drive, 2nd FL Ana Salgueiro, Building Director	305-673-7610
	CODE COMPLIANCE, 555 17th Street Hernan Cardeño, Code Compliance Director	305-673-7555
	ECONOMIC DEVELOPMENT , 1755 Meridian Ave, 2nd FL Rickelle Williams, Economic Development Director	305-673-7572
	HOUSING AND COMMUNITY SERVICES (HCS), 555 17th Street Dr. Alba Tarre, HCS Director	305-673-7491
	PLANNING DEPARTMENT , 1700 Convention Center Drive, 2nd FL Thomas Mooney, Planning Director	305-673-7550
	TOURISM AND CULTURE , 1755 Meridian Ave, 5th FL Lissette Arrogante, Tourism and Culture Director	305-673-7577
OPERA	TIONS	
	CAPITAL IMPROVEMENT PROJECTS (CIP), 1701 Meridian Avenue, 3rd FL David Martinez, CIP Director	305-673-7071
	ENVIRONMENT AND SUSTAINABILITY , 1700 Convention Center Drive, 3rd FL Amy Knowles, Chief Resiliency Officer	305-673-7084
	FACILITIES AND FLEET MANAGEMENT , 1833 Bay Road Elizabeth Miro, Interim Facilities and Fleet Management Director	305-673-7631
	PARKING , 1755 Meridian Ave, 2nd FL Monica Beltran, Parking Director	305-673-7505
	PARKS AND RECREATION, 1701 Meridian Avenue, 4th FL John Rebar, Parks & Recreation Director	305-673-7730
	PUBLIC WORKS , 1700 Convention Center Drive, 4th FL Jose Gomez, Public Works Director	305-673-7080
	SANITATION , 140 MacArthur Causeway Bradford Kaine, Sanitation Division Director	305-673-7616
	TRANSPORTATION , 1688 Meridian Avenue, 8th FL José González, Transportation Director	305-673-7514
PUBLIC	SAFETY	
	FIRE, 2300 Pine Tree Drive Virgil Fernandez, Fire Chief	305-673-7120
	EMERGENCY MANAGEMENT , 2300 Pine Tree Drive Juan Mestas, Deputy Fire Chief	305-673-7736
	POLICE, 1100 Washington Avenue Wayne Jones, Police Chief	305-673-7925